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World News

Business Summary

## Japan offers apology to S Korea for war brutality

Japan's Emperor Akihito formally apologised to Roh Tae Woo, the South Korean President, for the "sufferings your people underwent" during the Japanese occupation of the Korean peninsula.

The statement, made under pressure from South Korea, was designed to mark a "new age" in relations between the two countries. Page 24

## France sends troops to Gabon

France sent 200 troops to Gabon, in response to disturbances in the country. The French move followed the kidnapping and subsequent release of the French consul general in Port Gentil by opponents of Gabonese President Omar Bongo. Page 6

## Radio plan shelved

Organisers of the Goddess of Democracy radio show abandoned plans to broadcast pro-democracy propaganda into China, because of opposition from Taiwan, Hong Kong and Japan.

## No Kashmir self-rule

Benazir Bhutto, the Prime Minister of Pakistan, ruled out independence for Kashmir as "not in the interests" of the peace and stability of the subcontinent. Page 6

## Andean market pact

Peru, Venezuela, Ecuador, Bolivia and Colombia agreed to work a 21-year-old Andean pact into a new common market.

## N Korea keeps Kim

Kim Il Sung, the world's longest surviving autocrat, accepted another four-year term as North Korean President and defied calls for communism as the only road for mankind. Page 6

## Polish rail strike

Striking railwaymen in Poland ignored an appeal by Solidarity leader Lech Walesa to call off their protest, disrupting rail traffic across the country and blocking ports. Page 3

## Yeltsin support rally

Supporters of Boris Yeltsin rallied in front of the Kremlin to support his candidature for the presidency of the Russian Federation. Page 3

## Life support stopped

Spanish doctors switched off a life-support system attached to a jailed left-wing guerrilla who was critically ill after a hunger strike, his lawyer said.

## Rebels evict families

Autonomy-seeking Shanti Bahini (Peace Front) rebels evicted 164 families, who refused to join them, from their homes in the Chittagong Hills in south-east Bangladesh.

## Peace radio bombed

A car bomb destroyed the Colmundo radio station known as the Network of Peace, in Medellin, as violence continued to sweep Colombia before the May 27 presidential elections.

## KGB records sought

Czechoslovak Interior Minister Richard Sacher said he was going to ask the Soviet KGB to track down 10,000 missing documents on former secret police informers, but did not expect much co-operation.

## Thorn EMI to discuss with GTE sale of lighting unit

THORN EMI said that it hoped to sell its lighting business to GTE of the US. The British group said it had decided the operation was not big enough to compete against the international industry leaders. A value of \$300m is thought to have been put on the business by Thorn. Page 25

## MARKETS

Most European bourses were closed for the Ascension Day holiday, but of those open Milan stole the day hitting a new high for the year. The Commit Index rose 5.01 to 736.73. In Tokyo the good news outweighed the bad in the continuing announcements of company results, and share prices closed with firm gains in moderately active trading. Back page.

## Section II

HITACHI and Toshiba were among Japan's big electrical and electronics groups which all reported substantial increases in profits in the year to March. Page 27

## NATIONAL POWER

UK private generators, who entered talks with 100 other companies about joint venture power stations. Page 24

## LI KA-SHING

Leading Hong Kong entrepreneur, is coming under intense pressure from potential business partners in the US and Canada, as well as from directors of his main companies, to move his group's legal domicile to Bermuda before Hong Kong returns to Chinese sovereignty in 1997. Page 25

## US President George Bush

extended China's most favoured-nation trade benefits, brushing aside congressional criticism and defending his move as in the best interests of the Chinese people. Page 6

## BRITISH Telecom

UK telecommunications group, reported pre-tax profits in the year to March 31 of \$2.5bn (\$4.4bn) from \$2.4bn, but the market was still encouraged by the overall performance of the business. Page 25

## INTERNATIONAL TELEPHONE

and Telegraph Consultative Committee (ITC), the international phone body, has been warned by the European Commission that its restrictions on private networks may be in contravention of the Treaty of Rome's anti-trust provisions. Page 4

## SIR James Goldsmith's

Hoylake consortium placed out more than half of its 1.25 per cent stake in its former bid target BAT, the tobacco-based conglomerate. Page 30

## FUJITSU

leading Japanese computer manufacturer, would be willing to take an equity stake in International Computers (ICL) of the UK if the opportunity arose, Mr Takuma Yamamoto, the group's president has said. Page 25

## TURKISH banks

experienced difficult times in 1989, compared with the previous year, according to the latest annual report of the Turkish Banking Association. Page 29

## Financial Times

will not be published on Monday which is a Bank Holiday in the US and Britain.

## Radicals attack Ryzhkov's plans as Gorbachev hints at compromise on Lithuania

# Mutiny over Soviet prices

By Quentin Peel in Moscow

THE SOVIET Government was last night facing the unprecedented challenge of a vote of no confidence in parliament, after Mr Mikhail Ryzhkov, the Prime Minister, presented his plans for drastic price rises as the first step in a switch to a market economy.

The move was proposed by the radical minority in the Supreme Soviet, the national parliament, which denounced the Government. Critics said the plan was half-hearted and would raise prices, but delay other reforms.

It came just as the first hint was emerging of a compromise between Moscow and the rebellious republic of Lithuania, after a meeting between President Mikhail Gorbachev and Lithuanian deputies. The Soviet leader was reported to have suggested that Lithuania could be independent in two to three years, if it would abandon its immediate independence declaration to open negotiations.

Mr Ryzhkov, already under sharp attack for his management of the crumbling Soviet economy, proposed sweeping controlled price rises, not only for basic foodstuffs, including bread and meat, but also for

### ON OTHER PAGES

- E German industry has seen the future... 2
- Soviet instability threatens E Europe... 3
- Eclipse of the arms talks... 22
- Editorial: Democracy in deficit... 22
- Analysis of Ryzhkov's economic reform package... 24

### for a vote of no confidence at the end of the debate.

Although the radical deputies are unlikely to command a majority for that vote, the whole Soviet government plan could be in real danger of rejection because of the combined opposition of both conservatives and radicals.

Whatever the parliament decides, the advancing price rises proposed are highly unlikely to win popular support in the national referendum now proposed by the Government.

The Government is proposing substantial wage increases, as well as special compensa-



Lithuanian premier Kazimiera Prunskiene

tion payments, to offset the price rises, although they will cost only Rb108bn, compared with Rb130bn in increased revenue from the higher prices. The Government argument is that wage subsidies are more efficient than the current very large price subsidies.

In addition, Mr Ryzhkov announced that the rouble would be devalued in the course of the year to reflect a more realistic value against other currencies, although it would remain non-convertible. The one ray of hope on a bleak day for the embattled Soviet Government was the hint of movement to break the deadlock with Lithuania.

As a Lithuanian official in Vilnius warned that the energy-blockaded republic was facing "industrial catastrophe," Mr Mikhail Medvedev, a deputy to the Supreme Soviet, said there was "a slow, very cautious narrowing of differences."

He told Reuters news agency that Mr Gorbachev still continued to insist that Lithuania would encourage, not prevent, further violence in the 30-month-old Palestinian uprising.

Israel has reacted with angry defiance to a storm of international protest unleashed since an Israeli gunman killed seven Palestinians on Sunday. Subsequent protest riots in the West Bank and Gaza Strip have led to the deaths of 16 more Palestinians and more than 500 wounded.

The Government, however, is evidently worried by the US reaction. Mr Baker's statement reflected increasing US frustration with Israel. It was, however, well received by the Palestine Liberation Organisation which has long demanded the dispatch of a UN peace-keeping force in the occupied territories.

Mr Moshe Arens, Israel's Foreign Minister, said he feared the Security Council debate, and next week's Arab summit in Baghdad, could increase instability in the region. He ruled out the deployment of UN observers and said: "I am seriously concerned that those who incite violence would feel encouraged to engage in further acts of violence."

The authorities insist the lone gunman involved in Sunday's shooting was a fanatic who was not acting from any political motivation.

Mr Shimon Peres, the Labour Party leader, warned on his return from a trip to Cairo yesterday that Israel was isolated as never before and the world believed that it was a stubborn obstacle to peace.



Mikhail Gorbachev hints of compromise

The main criticism from radical deputies, and from many economists, was that Mr Ryzhkov failed to make concrete proposals on any of the institutional reforms to accompany the price rises. In particular, although he promised an anti-monopoly package of legislation, there was no indication of how government ministries and monopoly enterprises would be opened to competition.

The Government is proposing substantial wage increases, as well as special compensa-

## Toyota studies investment in E Europe vehicle plant

By Stefan Wagstyl in Tokyo

TOYOTA MOTOR, the biggest Japanese motor manufacturer, is studying plans to invest in a vehicle plant in Czechoslovakia, in what would be the largest Japanese investment in eastern Europe.

While Toyota's plans are still at an early stage, such a project would do much to raise hopes in eastern Europe that Japanese industry will make a serious contribution to the region's need for foreign capital.

So far, however, Japanese companies have lagged behind European and US companies in discussing specific schemes.

Mr Andrej Barcak, the Czechoslovak Foreign Trade Minister, said in a newspaper interview in Prague that Toyota was one of several vehicle manufacturers approached by the Czech Government to consider establishing a joint venture with Bratislava Automobile Works (BAW), a truck plant in Bratislava.

The report listed the other companies as General Motors and Ford of the US, Renault and Peugeot of France, Volkswagen of West Germany, and Kia Motors of South Korea.

News of Toyota's interest emerged during a visit to Czechoslovakia this week by a Toyota fact-finding team, which met Mr Barcak and visited the BAW works and also the Skoda car plant near Prague.

"Toyota said yesterday that it was merely collecting information about conditions in Czechoslovakia."

It had not decided on any particular project nor had it begun any feasibility studies. The BAW joint venture was only one possibility, said the company.

However, C Hoth, the trading house advising Toyota said the carmaker was considering the BAW scheme.

Toyota said their were difficulties in making any move in eastern Europe, adding that it was not clear what the Czech authorities intended to do with

their vehicle industry.

Kevin Done, Motor Industry Correspondent, writes: The Czechoslovak motor industry is seen as the most advanced in eastern Europe and western vehicle makers are competing to establish joint ventures with both Skoda, the Czechoslovak car maker, and BAW, which is seeking to set up a modern assembly venture for light commercial vehicles.

Skoda is in discussion with eight European and US automotive groups in the search for a joint venture partner to inject finance and technology.

The groups include Volkswagen, General Motors, BMW, Ford, Renault, Fiat and Daimler-Benz, but no Japanese car makers.

Separately, however, Skoda is in discussion with two Japanese engine makers, Yamaha and Kawasaki. Skoda said recently that it hoped to complete its negotiations by the end of the year.

Background, Page 25

## East Germany seeks to borrow DM50bn

By David Goodhart in East Berlin

THE trust body which owns most state property in East Germany wants to borrow up to DM50bn (\$30bn) over the next two years to help the country's industry survive its initial liquidity crisis and start a modernisation process.

Mr Wolfram Krause, the deputy head of the trust, Treuhandanstalt, said in an interview with the Financial Times that it wanted to raise the money with a mixture of debt instruments aimed at international investors.

As an indication of East German industry's difficulties, he said only about one-third of the country's state bank's corporate credits, DM120bn, would be repaid.

The money for the trust's "modernisation fund" would be on top of the DM95bn Unity Fund planned by the West German Government to cover two-thirds of the East German budget deficit over the next four years. The plan is likely to cause further anxiety in financial markets already worried about the financing of unity.

However, Mr Krause tried to put the borrowing proposals into perspective by stating that East Germany's 3,000 companies, valued according to West German methods, were worth DM300bn, or DM500bn if land was included.

He also estimated that 1 per cent of East Germany's 108,000 sq km of land was worth DM300m taking an average price of DM250 per metre; in the centre of East Berlin land is likely to cost DM10,000 a metre. Foreign companies are now free to buy land there, but the question of West German claims over houses and farm property in East Germany has not yet been fully resolved.

Mr Krause, a former deputy of the East German state planning commission, dismissed reports that the trust was a hotbed of old communists trying to slow down the privatisation process.

"We are committed to selling companies or issuing their shares," he said. "We are committed to selling companies or issuing their shares."

Continued on Page 24

East German industry sees the future, Page 2

## Britain urged to join narrow band of exchange rate mechanism

By Peter Norman, Economics Correspondent, in London

THE BRITISH Government was yesterday urged to enter the exchange rate mechanism (ERM) of the European Monetary System (EMS) in the narrow 2.25 per cent currency fluctuation band rather than in the 6 per cent band used by Spain.

Sir Leon Brittan, Vice President of the EC Commission, said joining the ERM was a "tremendous opportunity to provide the needed joint to inflationary expectations in Britain."

But he warned that "a decision to join it must be for real."

He told a London conference on European monetary union organised by the Federal Trust for Education and Research that the benefits of the mechanism came from the hard-won anti-inflation credibility of countries within the narrow 2.25 per cent fluctuation band.

It would be "doubtly unfortunate" if the UK joined the EMS in the 6 per cent band, which Italy left earlier this year, "on the basis that if things came to a crunch sterling could always be devalued," he said.

Sir Leon said that full British membership of the EMS would not amount to the UK making a commitment to full EC monetary union with a single currency and a single central bank. But he warned that other member states could choose to go ahead with monetary union without Britain.

He emphasised that the EC's move towards economic and monetary union would provide concrete benefits for Europe's businesses. "A single market without a single money is an increasingly expensive anachronism," he said.

At the same conference, Mr Peter Lilley, the financial secretary to the Treasury, reaffirmed the UK Government's commitment to joining the ERM "both as an anti-inflationary discipline and to minimise exchange rate fluctuations" with Britain's EC partners.

He gave no indication as to when Britain might become a full EMS member. Nor did he disclose any new developments in the Government's thinking on the wider issue of moving from the EMS to economic and monetary union in Europe.

He stressed that Britain was willing to co-operate with other countries in managing monetary policies but rejected the idea of a single European currency as "almost inconceivable" without Europe merging into a single state.

Mr Brian Garraway, deputy chairman of BAT Industries, gave strong backing to British entry into the ERM and broad support to economic and monetary union. But he warned that only after a sustained period of ERM membership would it be possible to judge whether British industry could withstand the discipline of a fixed exchange rate.

Manufacturing output in the UK underwent an unexpected recovery in March, according to figures released yesterday, rising by 1.7 per cent. This is another indication that the UK economy is not slowing quickly enough for early reductions in inflation and interest. Trade figures on Wednesday showed resilient domestic demand. Details, Page 10

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**Weekend FT**

Tomorrow: How equal are women in Britain in the 1990s?

The pick of international arts festivals

CONTENTS	
East Germany: Industrialists have seen the future — and some of it works	2
Little republics: Comrade immigrants feel the squeeze	3
Management: Philips' need for a new corporate culture	17
Technology: Tailoring high-tech textiles to the strain	19
Japanese investment: Looking for potential eastern Europe and finding problems	25
London docklands: Survey	35
Windows: Survey	111
rope	2.3
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### Where politics does battle with economics

South African president F.W. de Klerk knows there is a need for redistribution of wealth and income, but realises it is taken too far the generation of new wealth will cease. Page 23

### Editorial Comment

Observer 22  
Gold 22  
Stock Markets 22  
London 22  
Technology 22  
Law 22  
Unit Trusts 22  
World Index 22

### MARKETS

#### STERLING

New York lunchtime: \$1.8875  
London: \$1.8900 (1.8935)  
04/2.8400 (2.8325)  
FF9.5350 (9.5350)  
SF2.4025 (2.3900)  
Y258.00 (same)  
£ Index 89.0 (same)

#### NEW YORK

New York: Comex Jun \$366.5  
London: \$363.75 (\$367.5)  
N SEA OIL (Argus) \$16.885 (16.70)  
Brent 15-day Jul \$16.885 (16.70)

#### Chief price changes

yesterday: Page 25

#### STOCK INDICES

FT-SE 100: 2,277.1 (-10.3)

## EUROPEAN NEWS

## East German industry has seen the future — and some of it works

By David Goodhart

EAST GERMANY'S top managers stand accused by their workers, and many politicians, of relishing the transition from Communist boss to ruthless capitalist.

A random selection of 12 of them certainly seem remarkably cheerful as they prepare for the hopelessly unequal contest with world markets.

What they reported about their survival chances was far from cheerful, however. Even the strongest and best prepared companies expect to shed at least a third of their workers and face three to four years of heavy losses as their protected markets are plundered.

From the strongest to the weakest they share several immediate problems: a short-term liquidity crisis including inability to service debt or to pay sacked workers the 12 months' wages they are theoretically entitled to; trade unions pressing for speedy equalisation of wages with West Germany; for exporters, growing worries about trade with the Soviet Union which may not be the blessing that planners in Bonn had supposed, and for all, but especially the consumer goods sector, the prospect of an immediate 50 per cent-plus loss of market share.

The bosses argue that as



## THE CHALLENGE OF UNITY

they have not been allowed the five years needed to adapt to a market system they need generous state support and temporary import controls. However, their collective voice is weak. Only a handful of the senior managers in the 180 *Kombinate* (industrial conglomerates) have left or retired since the revolution. Despite their experience and knowledge, the remainder have little political credibility.

With the help of (mainly West German) consultants, tax advisers and bankers, most bosses have sketched out a reasonably clear picture of their future chances — at least in the short-term.

Mr Wolfgang Fox, head of the Technical Glass *Kombinat*

in Ilmenau, in picturesque Thuringia, has worked out that four of the 12 companies in the *Kombinat* are competitive, five could be after heavy rationalisation, and three will never be.

The 12,000-strong workforce will have to be cut to 7,000 and productivity must rise 60 per cent. Sales will initially fall from 1.3bn East German Marks to DM700m as prices are drastically cut and less competitive areas like bottle production are closed down. Investment will rise from the current level of 2 per cent of sales to closer to the West German level of 7 per cent. Co-operation with the West German glass group Schott, based in Mainz, is expected and after three years Mr Fox should be showing a profit.

Alas, Technical Glass is not typical. Before the East German revolution it boasted one of the best cost structures in the country. And many of the new jobless in Ilmenau will get jobs in the fast-growing Thuringian tourist industry.

Mr Betram Höfer, 37, who has just taken over the country's largest *Kombinat*, Baumwolle (cotton), based in Chemnitz, is justifiably much gloomier. He reckons over more than half the 65,000 workers will lose their jobs and 90 per cent will not find new ones. Although the *Kombinat* has

## COMPANY PROFILES:

Baumwolle (cotton): 65,000 workers, 10.6bn Mark sales, 100m Mark debts. Prospects: only a ramp will survive. Textima (textile machinery): 30,000 workers, 3bn Mark sales. Prospects: 20 per cent job cuts, two years in the red. Aprotex (clothing): 1,200 workers, 150m Mark sales, 120m debts. Prospects: switch to exports, needs debt relief following heavy capital expenditure. Austrian company interested. Drehner (printing): 3,200 workers, 250m Mark sales, 90m debts. Prospects: reasonable, after three years' losses. Schuhe (shoes): 40,000 workers, 90m pairs sold each year. Prospects: poor; the company will be left with 20 per

cent of home market at most. Chemielektroblech Leipzig (chemical plant builder): 5,800 workers, 3.5bn Mark sales. Prospects: no new orders since December. Fritz Heckert (machine tools): 28,000 workers, 3.7bn Mark sales, 300m debts. Prospects: dependent on Soviet Union. Technisches Glas (glass): 13,000 workers, 1.2bn Mark sales. Prospects: good, after heavy rationalisation. Numerik (electronic controls): 2,500 workers, 400m Mark sales. Prospects: over-dependent on East German machine tool industry but Siemens plans to take 51 per cent and eventually 100 per cent.

Verpackung (packaging): 14,000 workers, which will also come under pressure when the Soviets have to pay in hard currency at the start of next year and will thus be tempted to shop elsewhere. Domestic customers, such as car-maker IFA, have already cancelled orders and Mr Puschmann is reckoning on a 40 per cent jobs cut.

That will have a knock-on effect at Numerik, the electronic controls producer which sells two-thirds of its output to Fritz Heckert. But Mr Siegfried Zuehlke, head of Numerik, has a solution to his problems — it is being taken over by Siemens.

Most bosses see a West German partner as a condition of survival, and as the *Kombinate*

he says that depends on debt relief from the state. All East German bosses stress that their large "credits" are only a product of a centralised system which sucked in all their profits. Mr Dietze also points out one of the absurdities of converting debt at two to one: "Last year I had to borrow 44m Marks to buy a DM10m machine (the official exchange rate then being 4.4 to 1) and as a result I am now going to have pay interest on a loan of DM22m."

Mr Horst Puschmann, at Fritz Heckert, worries about the payments problems of the Soviet Union. Nearly half the group's sales are machinery exports to the Soviet Union

3.2bn Mark sales, 500m debts. Prospects: will lose 40 per cent market share, expects 20 per cent job cut. Technology good, but design needs improving, could be profitable in three years. Spirituosen, Wein, Sekt (drink): 4,000 workers, 5.6bn Mark sales. Prospects: One good quality sekt label and good brandy and vodka are potentially competitive, no chance for wine. 50 to 60 per cent of total market share and half the workforce will disappear. Planeta (printing): 5,000 workers, 1bn Mark sales. Prospects: among the best in East Germany, 95 per cent of machines exported, 70 per cent to the West. Some rationalisation needed, co-operating with West German group König & Bauer.

they will cease to have responsibility for the social welfare of their workers.

Some areas of lack of competitiveness may be relatively simple to resolve, for example packaging. Mr Friedhold Birstiel, of the wine and spirits *Kombinat*, says that his brandy can compete with West Germany's in quality but not in looks and is thus unnecessarily losing market share. He already has a design company from West Germany working for him.

Many of the current top managers will disappear with the dissolution of the *Kombinate* and many others will not be able to take the pace of the new world. However, the heroic efforts of some managers to keep their companies alive and the improvisation skills learnt under years of a command economy suggest others will last the course.

Mr Wolfgang Engel, of the clothing company Aprotex, has found export markets for 80 per cent of his goods next year despite selling only 1 per cent abroad in the current year. And Mr Joachim Lesch, head of the blighted shoe industry, is planning to make artificial bones for dogs.

A feature on the transition problems of German unification appeared on the centre pages on May 21

## Cossiga rebukes Mafia fighter

By John Wyles in Rome

ONE OF Italy's few political heroes, Mr Leoluca Orlando, is struggling to retain his star status after a severe rebuke from Mr Francesco Cossiga, the Italian President, over allegations he made against the Sicilian magistracy.

Mr Cossiga, who is also Italy's chief magistrate by constitutional position, called the state prosecutors from Sicily's five main towns to the Quirinale Palace on Wednesday to investigate the so far unsubstantiated charges.

Mr Orlando, 44, Christian Democrat mayor of Palermo until the May 6 local elections, had alleged that the prosecutors were deliberately holding back from trying the possible authors of four "political" mafia murders over the past decade.

After meeting the magis-

trates, Mr Cossiga issued a statement urging all state institutions to step up the battle against the mafia and saying that Mr Orlando had a moral, political and legal duty to take responsibility for "the grave affirmations" he had made.

Mr Cossiga encouraged the Sicilian magistrates to investigate Mr Orlando's statements as a possible criminal offence. Observers are still mystified why Mr Orlando turned on the magistrates. He has frequently praised them in the past as loyal allies in his political campaign to convince Sicilian public opinion that a credible battle against the mafia could be sustained by a group of politicians untainted by any connection with it.

After five years of courageous mayoral crusading more

biased towards rhetoric than action, Mr Orlando was handsomely rewarded in the local elections when he won 71,000 personal preference votes, more than a third of the total support polled by the Christian Democrats (DC) in Palermo. He was re-elected as a councillor but a new mayor still has to be chosen.

However, both before and after the elections, Mr Orlando deliberately challenged the authority of the DC's national leader, Mr Arnaldo Forlani, and cheerfully swapped insults with the party's current Prime Minister, Mr Giulio Andreotti.

Mr Cossiga's preliminary conclusions that he had no reason to believe Mr Orlando's allegations are well-founded will only increase the former mayor's political isolation. This could undermine his



Orlando: accusations against Sicilian magistrates

position in arguing that the DC should revive the pre-election coalition in Palermo based on a ragged mixture of Communists, Greens and citizens' groups dedicated to cleansing local politics of mafia influence.

## Turkey denies Israel water sale

By Jim Bodgener in Ankara

THE Turkish Government appeared to back away from developing closer ties with Israel yesterday after Mr Ali Baser, the Turkish Foreign Minister, denied the existence of a project that would entail the sale of water to Israel.

Turkey was unlikely at this juncture to follow Greece's example on Tuesday in raising relations with Israel to ambassadorial level, added senior Turkish Foreign Ministry sources yesterday.

However, "friendly" Arab countries had not yet taken up the offer of a massive water supply pipeline proposed by Turkey, added Mr Baser.

The \$40m "peace pipeline" project was first mooted in a banner of publicity in 1988, but dismissed by Gulf countries as impractical politically, and costlier than seawater desalination.

Reports in the press suggested that Turkey would upgrade its relations with Israel in a tit-for-tat measure following an accumulation of Turkish grievances against the Islamic Conference Organisation (ICO).

The Turkish Government has been annoyed by a Saudi move to defer an ICO foreign ministers' meeting to the second half of July, after the half pilgrimage, when it is likely to be dominated by the Iranian-Saudi dispute over pilgrim quotas.

Instead, Ankara is keen to discuss what it regards as the more pressing issues of Palestine and Kashmir.

The Government announced it would support the introduction of a separate resolution submitted by Pakistan into the ICO meeting's agenda, following a visit by Mr Benazir Bhutto, the Pakistani premier, last

week. Turkish relations with the ICO were already strained over its alleged indifference during the exodus of ethnic Turks from Bulgaria last summer.

Support from some of the ICO's Arab members for Turkish interests, especially Cyprus, have also disappointed Ankara.

Diplomatic sources in Ankara say that preliminary talks have started between Israeli and Turkish officials on the sale of large amounts of water annually from the Manavgat, Seyhan and Ceyhan rivers in south-east Turkey to Israel.

The proposal by a Turco-Cypriot joint venture would have involved the transport of the water in giant plastic containers. But Mr Baser said Israel had only been approached as part of a marketing exercise taking in several other countries.

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## EUROPEAN NEWS

## Apathy and confusion dominate Polish polls

By John Lloyd

POLAND'S first free local government elections will be held on Sunday amid strong indications that apathy and confusion will dominate the voters' response.

No one doubts Solidarity will win: the latest opinion poll gives the movement over 86 per cent of the vote, with only 14.4 per cent intending to vote for another party and over 80 per cent still undecided. Many of the latter have also said they will not vote at all.

However, Solidarity is an increasingly battered umbrella, as groups within it disagree and even oppose each other in some localities.

The dominant Solidarity group, which has established citizens' committees across the country, is left-leaning and anxious to stress that its role of the town and country council will mitigate the effects of the "shock therapy" which the Government of Mr Tadeusz Mazowiecki is administering.

It has attracted vocal hostility for being "crypto-communist" (the Communist - now Socialist - Party hardly features at all in the polls) and, especially where it finds a Jewish candidate, it arouses bursts of anti-Semitism.

The elections take place amid maximum political confusion. A proper party structure has not yet emerged; the spreading nation it finds a severe threat both to the economy and the Government's tough anti-inflation stance; and Mr Lech Walesa, the movement's figurehead, has not yet clarified his intentions on the Presidency, from which General Wojciech Jaruzelski will resign soon.

Solidarity, the first of the east European liberation movements to break Communist power, is in some danger of constituting itself as an alternative *nomenklatura* - a move which could be accelerated if its nominees win as clean a sweep of the local councils as the polls would indicate.

Its popularity remains higher with middle-aged and older voters, who supported it passionately in the early 1980s. Younger Poles tend to either apathy or extremism.

## Soviet 'slide into chaos' threatens European stability

By Robert Mauthner, Diplomatic Correspondent

THE Soviet Union appears to be "sliding into chaos", a situation which is creating an unstable climate in Europe and hampering the search for new east-west security structures, the International Institute of Strategic Studies said yesterday.

"Events in the USSR have spun so far out of control that there can be no certainty of what the country will look like when, and if, it finally stabilises," the London-based IISS said in its latest annual Strategic Survey. "Perhaps most wor-

ryingly for the Kremlin, the very existence of the Soviet Union within its borders is in question."

It says the situation in the Soviet Union is inherently unstable and, neither politically nor economically can the country remain as it is. "It must either take several steps forward in its drive for reform, or several steps backward."

The report points out that the growing social and economic hardships suffered by the Soviet people, the lack of any credible means of improv-

ing matters quickly and the new right to express opinions more openly, has proved an explosive mixture. "Without a degree of economic success, the population's rising expectations fuelled by *glasnost* simply cannot be met."

Even if Mr Gorbachev's gamble succeeds and his reforms finally begin to work, much time will be required before the Soviet people derive any real benefits. But their patience may be running out. The introduction of even partial market mechanisms will

inevitably result in more hardship for some time to come. "Whether the Soviet people will be willing to accept this, particularly if the distribution of wealth should become even more visibly uneven in the process, is highly uncertain."

The public's disillusion against 'acquisitive' co-operatives, and the leadership's capitulation to public pressure on this score, are not a reassuring omen. The attraction of extreme positions, offering apparently easy answers, may grow.

The report says the revolutions in eastern Europe and the tensions which are undermining the Soviet empire have overturned the political and security arrangements that have existed since the end of the Second World War.

The framework which lent predictability to existing alliance relationships, both in the east and west, has crumbled leaving an instability which will not be easy to overcome.

All the old structures will have to be reassessed. The western alliance will be obliged

to adapt much more rapidly than its members would like to the changes which have called into question its original raison d'être. The Warsaw Pact's effective demise as a functioning military alliance will inevitably alter the role of Nato, which no longer has a clear threat to oppose.

"Its role is likely to be more like that of an insurance policy, no doubt useful, indeed indispensable, but not the factor around which the European 'household' will organise its life."

## French MPs call for pre-1917 bonds payout

By George Graham in Paris

A GROUP of 84 French MPs has called on President François Mitterrand to raise the fate of French owners of unpaid pre-1917 Russian bonds at his summit meeting with Mr Mikhail Gorbachev in Moscow today.

The group, representing all parties except the Communists, estimates that some FR2.1bn (£220m) would be enough to reimburse the small investors who still have the bonds, which in 1919 were held by 1.8m Frenchmen.

"The French have not forgotten this affair which is anchored in our collective conscience and not just of the elderly. It is time to relaunch the talks," said Mr Jean-Pierre Delalande, the Gaullist MP who is leading the group.

French interest has been stimulated by the settlement between the Soviet Union and the UK in 1986, in which £45m frozen since the Revolution in an Imperial Russian account at Barings Brothers was used to repay around 10 per cent of the face value of Russian bonds. Bonds such as the Black Sea 4½ per cent 1913 or the Moscow-Kiev-Voronezh 4 per cent 1903 are still theoretically listed on the Paris bourse.

A settlement would present delicate political problems, however. Although France did hold 47 tonnes of Russian gold, this was offset against a French Treasury credit in 1963. The Bank of France still holds in its vaults 2.2 tonnes of gold extracted to it by Lithuania in the 1930s as well as 1 tonne from Latvia, but as these two Baltic republics press for their independence it seems less likely than ever that the Bank would be ready to change its position and cede the bullion to the Soviet Union.

Mr Mitterrand is expected to have other preoccupations during his five hours of talks with Mr Gorbachev at Moscow's Morozov Palace. German unification and the "architecture of Europe" are expected to provide the main topics of conversation.

Disarmament and the CSCE conference due to take place in Paris are also expected to be on the agenda.

## Russians in the Baltics face resentment at 'home'

Christopher Bobinski looks at growing resentment among nationalists of the 'immigrant' population

THE EXPRESSION "Greetings, comrade immigrants" has become a grim joke among Russians in the Baltic republics of Latvia and Estonia who have suddenly noticed they are unwelcome in a place they thought of as home.

The Russians, many of whom settled here a generation or more ago, are increasingly uneasy about moves by the two republics earlier this month to follow the example of Lithuania and restore their independence from the Soviet Union.

Late on Wednesday, Russian workers in Estonia voted to suspend a strike called in protest against the secession moves after an appeal from President Mikhail Gorbachev to return to work.

For many of those involved in the stoppage at more than 20 factories, the dominant motive was anxiety about their future after independence and resentment about the way that native Estonians look down on them. But there was also an undertone of opposition to their own managers and Communist Party officials, some of whom were appointed in the days of Brezhnev.

Nationalism is the driving force behind the Latvians and Estonians in their bid for independence. But among the Russian immigrants, too, similar

feelings are stirring, adding to the complexity of the nationalities' problem facing the Moscow leadership. In Estonia, 27.9 per cent of the population is Russian. Uncertain about the attitude of Moscow, the immigrants are, however, vehemently opposed to Mr Boris Yeltsin, the leading reformer, who is calling for a "sovereign" Russian republic. The strikers say he has made "too many promises to the separatists here."

In Latvia, where Russians make up 33 per cent of the population but appear to be more settled than in Estonia, the opposition to independence comes primarily from the huge military establishment. The capital, Riga, is headquarters of the Soviet Baltic command.

Independence would remove a favoured post for Soviet officers. It would disrupt the lives of thousands of families who fear that, if they permit themselves to be dislodged from the republic, basic things like housing will probably not be available elsewhere.

Despite the pressures both from the indigenous Russians and from Moscow, the native peoples of Latvia and Estonia are staying calm, firm in the belief that later the Soviet Union will recognise their independence.

Officials in both cities talk confidently of resolving the

problems they face in unravelling the tangle of knots tying them to Moscow.

It is a gigantic task in the over-centralised Soviet Union, where governments in the constituent republics have little more power than a local council in other countries.

But the links are vital to both sides, making a repeat of the blockade Moscow has ordered against Lithuania unlikely in Latvia and Estonia. Factories in both Baltic republics supply key components to the rest of the Soviet Union and any disruption of production would damage the entire economy.

Riga, for example, is the site of the main power-switch for the north-western energy district, including Leningrad, the Soviet Union's second most important city. This leaves Moscow so far unable or unwilling to resort to brute force.

In Tallinn, the Estonian capital, parliament has been going on with its scheduled business, voting, for example, earlier this week to transfer control over foreign exchange policy away from Moscow.

At the same time, though, over 20 plants throughout the country, staffed mainly by Russians, struck for three days earlier this week, demanding that Estonia's independence legislation be rescinded.



Supporters of Mr Boris Yeltsin turned out for a rally in front of the Kremlin yesterday to support his candidature for the presidency of the Russian Federation.

No fewer than 13 candidates were nominated yesterday, including Mr Yeltsin, the most popular rival to Soviet President Mikhail Gorbachev, Quentin Peel writes from Moscow.

The top job in the Russian Federation, the largest of the 15 Soviet republics, could be a key power base in a looser Soviet confederation, with growing demands for greater Russian sovereignty in the system.

The proliferation of candidates is likely to extend and complicate the whole voting procedure in the Russian Congress of Deputies, and could prevent a straight run-off between Mr Yeltsin and Mr Alexander Vlasov, who is the current Russian premier and is backed by Mr Gorbachev.

## Haka Corporation - Building on Intelligent Alliances



Pertti Naulapää, President and CEO of Haka Corporation.

The Haka Corporation is the largest construction company and general contractor in Finland. The company was founded 51 years ago primarily to build the athletes' village for the Olympic Games that should have been held in Helsinki in 1940. The war intervened and the Helsinki games had to wait until 1952, but Haka still built the village. Today, the company's proven ability in construction extends over an impress-

ive range that includes housing and complete residential areas, public and commercial buildings, hotels and recreational projects, shopping centres, office facilities and major industrial complexes. Added to those types of construction is a battery of skills in harbour construction and maintenance, dredging and piling, underwater blasting and foundation engineering, wastewater treatment plants and underground excavation.

## Pioneering perestroika

In the late 1970s Haka entered a period of expansion with the acquisition of approximately 50 Finnish building companies. They were merged with their new parent company, thus giving Haka a nationwide presence. Back in the early 1970s Haka had already started working in the Soviet Union on construction of the forest industry complex at Svetogorsk. Haka got to know the people, the customs and the conditions and today western clients increasingly rely on Haka's knowledge of the Soviet market. The biggest Soviet customers have been the Ministry of Railways and the Ministry of the Electronics Industry. Haka's President and CEO, Pertti Naulapää, explains that the corporation decided to develop its operations in the Soviet Union after recognizing at an early stage the long-term potential of the market there. Consequently, Haka has for two decades been active in the Soviet construction sector and currently has three joint ventures in the Soviet Union.

## A Soviet-Finnish-American partnership and more

Cooperation with Soviet Railways began in 1982 with the construction of a repair workshop for railway cars. Haka then formed an engineering group which concentrated on solving problems in rail communications. One such problem was that Soviet Railways were unable to fully unload their rail tanker wagons carrying chemicals and petrochemicals. As much

as 30 per cent of payloads could not be discharged and some chemicals solidified at the bottom of the tanks. Haka joined forces with Francisco Industries Inc., a U.S. company interested in selling its patented Uni-Temp heating system that proved ideal for re-liquefying the solidified chemicals. The Soviet-Finnish-American joint venture, named Sovfinamtrans, was formed. Haka retrofitted the Soviet wagons with the American heating system, together with pumping equipment, thus making it possible to discharge the liquid cargoes completely. The success of the operation won the praise of the newspaper, Pravda, and the satisfaction of Haka, Francisco and the Soviet Ministries of Railways and Petrochemicals. Haka's joint venture, Filco, based in Leningrad, was established to build production plants and homes in the Leningrad region and in Soviet Karelia. Haitekstroi, another Haka joint venture in the USSR, specializes in the construction and fitting out of production plants for high-tech industries. The joint venture grew out of Haka's success in building a video recorder factory at Voronezh in 1987. Last year Haka's turnover from business with the Soviet Union was roughly USD 100 million.

## Fruitful cooperation in the United States

Haka divides its foreign operations into three profit centres covering the Soviet Union, Europe, and the USA. All three are making a profit, states

Pertti Naulapää. About 18 months ago Haka bought 30% of the shares of the DeMars Corporation, an Indiana-based construction company with an annual turnover of USD 360 million. Haka and DeMars recently established a new joint company, DeMars Haka Development Inc., which specializes in real estate development principally in Indiana and the surrounding states. Haka has a 51 per cent stake in the company. "DeMars has been an excellent partner," says Naulapää. DeMars is a specialist in construction management while Haka's greatest strength is in building technology.

## Europe, sunny south to snowy north

In Europe, Haka has been particularly active in Hungary where the latest project is the construction of the Hotel Helia in Budapest. The Hotel Helia is the result of a joint venture set up between Haka and four Hungarian partners. Haka has also been busy in East Germany and believes in the future business potential of that country. In Spain, Haka has made an agreement with Haka Huarte S.A., one of Spain's top three construction companies, on the formation of a joint company named PRO-3H which will concentrate on real estate development and projects for institutional investors. In Sweden and Norway, Haka is mainly active in marine construction, including harbour installations and underwater rock blasting, a Haka specialty.

## The Integration Challenge

Pertti Naulapää believes that European economic integration will completely change the competitive situation in Finland, even if the country does not become a member of the EC. He points out that today the construction business in many countries, including Finland, remains stubbornly protected by legislation governing standards and norms. That situation is changing and Haka anticipates that free competition will come to Finland, too. "We know, for example, that Swedish companies are actively looking for partners in Finland," says Naulapää. Finland is still a promising market for construction, with the comparatively high figure of 15-16% of GNP being spent on construction. The construction sector is expected to continue growing by 1.5-2% a year for the foreseeable future. Naulapää predicts that Finland, Norway and Sweden will become an open market and says that Haka must remain strong to meet the challenges of deregulation. As far as the Soviet Union is concerned, Naulapää states that Haka still has a competitive advantage there due to its organization, resources, contacts and experience. These are assets which are attracting European and American companies to seek cooperation with Haka.

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## WORLD TRADE NEWS

## PepsiCo urges US to let India off the hook

By K.K. Sharma in New Delhi

PEPSI-COLA International has urged Mrs Carla Hills, the US Trade Representative, to drop threatened sanctions against India under the Super 301 provision of the US Trade Law.

PepsiCo, which yesterday launched its cola soft drink in India under the brand name, "Lehar", told Mrs Hills it considers Indian conditions suitable for foreign investment and therefore opposes trade sanctions.

India is now the only country named under Super 301 and faces possible sanctions next

month because of what the US considers unfair restrictions on foreign investment and trade.

PepsiCo opposes sanctions despite having taken more than three years to win approval for its business package in India after intense government and public scrutiny.

Mr Christopher Sinclair, president of Pepsi-Cola International, said the PepsiCo joint venture with Punjab Agro Industries Corporation and Voltas, a Tata company, had to face more than 20 parliamentary debates and 15 committee

reviews under two governments.

The PepsiCo package for its soft-drink concentrate plant involves setting up of a fruit and vegetable processing plant in Punjab with a heavy export commitment. The company has agreed to generate exports equal to 50 per cent of its turnover and also that the foreign exchange inflow would be five times the outflow.

The package was approved last year by the Rajiv Gandhi government after protracted negotiations. It was reviewed

by the new V.P. Singh government following opposition to it by Mr George Fernandes, Minister for Railways, and finally won approval a few weeks ago.

Despite the hurdles the company has faced in India, Mr Sinclair maintained PepsiCo has a major commitment for expansion of its investments and business in the country. He considers this significant because the PepsiCo package is seen as the "most visible symbol in India's attitude towards foreign investment".

The Pepsi Cola drink is

being marketed under the name of Lehar because the Indian government discourages foreign companies from using their international brand names since these would give them an advantage over their Indian rivals. Lehar is at present being marketed in three towns but PepsiCo plans to sell its entire range of soft drinks all over the country. Investments to be made by bottlers and other joint venture partners are estimated by the company to reach Rs150m (\$300m) in the next 10 years.

## Moscow scrambles to redeem credit rating

Peter Montagnon examines Soviet moves to clear the confusion over delayed trade payments

AFTER MONTHS of stonewalling about its delayed settlements on imports from the west, the Soviet Union seems to be moving to restore its tattered reputation for prompt payment.

In an FT interview this week, Mr Anatoly Nosko, a Director of the Soviet Bank for Foreign Economic Affairs, said measures had been approved to deal with the problem that has plagued a wide range of Western businesses from Australian wool exporters to European chemical manufacturers.

Bankers familiar with Soviet trade finance said the move was a start - "better than total silence from the centre," said one - but that it had raised expectations which now have to be fulfilled. Among the measures promised by the Soviet Union are priority for delayed payments, efforts to boost exports to realise foreign exchange and a reordering of import priorities.

There are no reliable estimates for the total delays in payments. Some Western estimates have put them as high as \$1bn to \$2bn and it has been clear that they were beginning seriously to affect Soviet trade with the West.

Last week Japanese trading companies said they were halting supplies of steel pipe to the Soviet Union. This week it was disclosed that Italian companies were holding up a whole range of contracts worth between lire 10,000bn and lire 15,000bn.

Trading of Soviet paper in the specialised *a forfait* market, where the country traditionally raises much medium-term finance, has all but dried up. Bankers say it is no longer possible to quote a firm rate on the paper, though some quote an indicative Soviet premium of between 5 and 6 per cent. Exporters who had previously sold for cash have been seeking irrevocable letters of credit cover, putting further strain on the country's borrowing capacity.

According to the Soviets, the main problem has been the proliferation of enterprises which have been newly authorised to conduct foreign trade

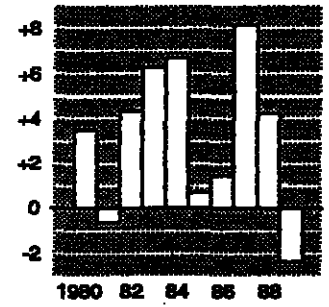
under the country's economic reforms. There are now over 12,000 of these and some of them are said to have entered into commitments which they cannot fulfil.

The Bank for Foreign Economic Affairs, which controls the country's foreign exchange position, refused to bail these entities out, forcing them to delay payment to their suppliers. Bankers said that, having belatedly recognised the damage this had done to the Soviet credit rating, it was now preparing to sort out the mess, while at the same time reasserting some control over the finances of the wayward enterprises.

The success of the latest measures will depend on the Bank's ability to overcome

## Soviet Union

Convertible currency trade balance (\$ billion)



bureaucratic uncertainty. The more optimistic exporters believe the problem could be resolved as early as the end of June. "It's much easier to centralise in the USSR than to decentralise," said one.

Yet some of the delays have been run up by traditional importers who have been trading with the west for years. Coupled with the fact that the Soviet authorities have now proposed broad-ranging measures, this suggests that the problems may run deeper than just bureaucratic inefficiency.

An import spree, declining domestic production in the wake of economic reform and the failure of some of the Soviet Union's own clients in developing countries to pay their bills on time are all

thought to be factors which have squeezed its hard currency financial flows.

This would explain why part of the solution has been to boost exports and to re-order import priorities. What is clear is that the Soviet Union, which already has gross debts of some \$70bn, does not wish to get round its present difficulties by adding to its foreign borrowing.

Given its low manufacturing output, the most obvious way for the Soviet Union to increase its export earnings over the short term would be to step up sales of oil.

Large sales of oil would quickly disrupt the market, and dealers say there has been no evidence of them. But according to the International Energy Agency, oil sales rose by 400,000 barrels a day to 1.6m in March over February, a far larger increase than the normal seasonal gain.

The increase seems to have been sustained into April, though some experts believe that the cost of such heightened activity in western markets may be reduced supplies to the eastern Europe.

Soviet trade experts add that the reordering of import priorities may affect supplies of machinery and equipment rather than politically-sensitive consumer goods.

Meanwhile the pressure on the Soviet Union could mount after the annual meeting in Italy next week of the Bernese Union, which groups 40 export credit agencies from 32 nations. Though they themselves are suffering delays on only \$100m to \$200m of debt and are far from seeing the need for any formal rescheduling, they are concerned enough to consider a collective approach to the Soviet authorities.

One purpose would be to seek a way of reinforcing the Soviet position will to clear up the problem. The other would be to ensure, in the wake of the payment confusion, that payment guarantees they do receive from the Soviet Union in future would come from entities in a position to live up to them.

## Mexico set to open free trade talks with US

By Richard Johns in Mexico City

PRESIDENT CARLOS Salinas de Gortari has won approval from Mexico's upper house, the Senate, to open talks with the US on a free trade agreement.

Formal announcement of a start to the talks is expected to be made when he visits Washington next month.

The Senate, dominated by the ruling Institutional Revolutionary Party, backed the initiative after holding meetings with business and labour leaders. It rejected any moves implying loss of sovereignty.

The Senate also stressed the need to finalise an economic framework agreement with the EC, to give commerce with the Pacific basin high priority, and to strengthen relations with the Latin American Integration Association.

Mr Salinas's initiative follows pessimistic conclusions he drew during a visit to western Europe in January about the implications for Mexico of economic integration in 1992 and the preoccupation with democratisation of East Europe.

Mr Miguel Angel Toro, Mexico's chief trade negotiator, calculates that a free trade agreement with the US would generate 500,000 jobs a year.

The private sector is generally in favour of free trade with the US, although Mr Luis Gerardo Carroza, president of the National Confederation of Chambers of Industry Chambers believes too-rapid adoption of free trade would harm Mexican industry.

## Brussels warns telephone body

By Hugo Dixon in Geneva

THE International Telephone and Telegraph Consultative Committee (CICIT), the international phone body, has been warned by the European Commission that its restrictions on private networks may be in contravention of the Treaty of Rome's anti-trust provisions.

On Wednesday the Commission told members of the CICIT's Study Group 3 who are meeting in Geneva that it might require the restrictions to be changed.

The intervention of the Commission, which had never before attended a meeting of CICIT's Study Group 3, caused something of a stir since the CICIT's delegates have traditionally decided the regulations governing international telecommunications among themselves.

It is a mark of the Commission's increasingly tough line on anti-competitive practices in telecommunications.

Mr Jean Baptiste Main de Boissiere, head of the French delegation, described the Commission's intervention as "inopportune and questionable". He said that the heads of most of the delegations to the CICIT were officials from government ministries and that the Commission should not be interfering.

The meeting has been called to revise the CICIT's notorious D-series of recommendations which are designed to protect public phone companies from competition by private networks.

The CICIT has been under the spotlight since the Financial Times revealed last month that consumers across the



French delegate Jean Baptiste Main de Boissiere (left) with Earl Barbely of the US in Geneva yesterday

world were being overcharged more than \$10bn a year for international calls. The cartel practices enshrined in the CICIT's recommendations are partly responsible for the excessively high prices. Study Group 3 is divided into two rival camps.

One, led by the US, is pressing for a substantial liberalisation of the restrictions. The other, led by France and Japan, agrees that the current recommendations are too restrictive but believes that the interests of users need to be balanced by provisions to protect public networks from excessive competition.

The meeting is due to finish today, with much to be done if agreement between the two camps is to be achieved.

to design, build, and operate a national cellular telecommunications system in Hungary.

This joint venture, to be named Contel Hungary, will be owned 50 per cent by Contel Cellular and 50 per cent by the private Hungarian partners within Hungaria Telekom.

Contel Hungary has received an operating concession from the Hungarian government for 15 years with a five-year renewal option. The operating concession for cellular service is one of the first concessions that the Hungarian government has granted to a private company in more than 70 years.

The new Contel Hungary cellular system will be the first national cellular system in Eastern Europe. The system will be designed to provide cellular service to at least 50,000 subscribers by 1993 and eventually to all Hungary's 10.6m people.

## Japanese place \$8.5bn order for Boeing 747-400

By Robert Thomson in Tokyo

JAPAN Airlines has ordered 20 Boeing 747-400 aircraft, with options on another 34, in a deal worth up to \$8.5bn.

The purchases reflect JAL's expectations of increased flight capacity from Japan with growth of airport facilities from 1993, and the ageing of its fleet of 63 conventional 747s. General Electric engines have been chosen for the company's entire 747-400 fleet.

JAL said: "We anticipate that demand growth is going to be about 6 per cent a year for the rest of the decade, and from 1992 or 1993, there is going to be a big increase in airport capacity in Japan. To keep market share we have to have more aircraft as well as buying replacements."

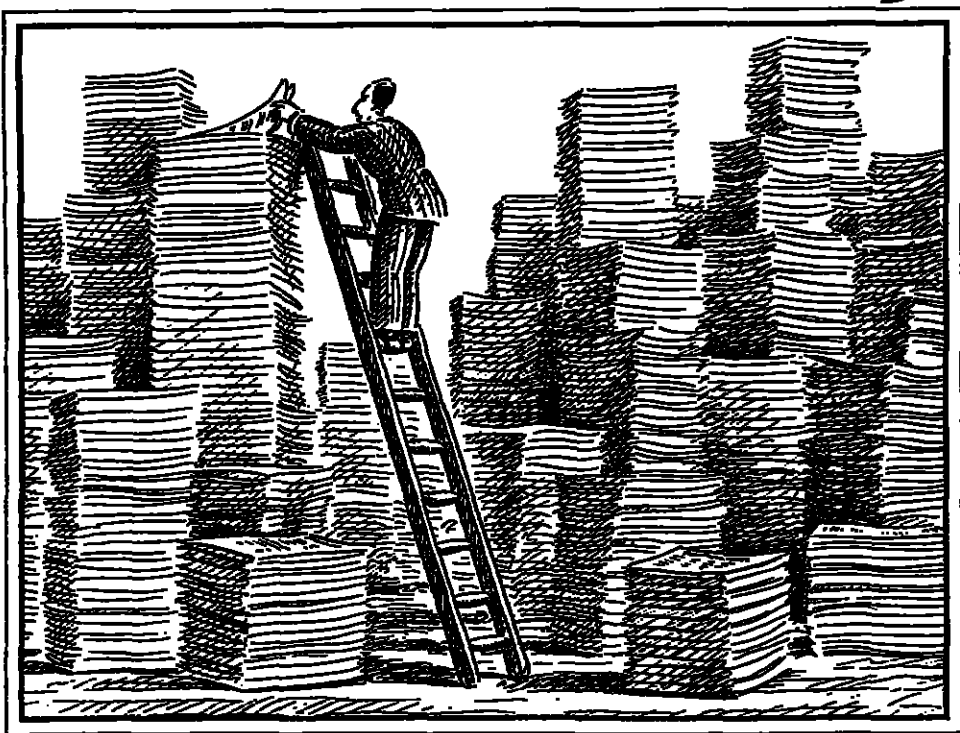
Airport capacity will be increased by expanding at Narita, outside Tokyo, and the new Kansai airport near Osaka.

## Telecom groups bid for Warsaw contract

BRITISH Telecom is making its first foray into eastern Europe as part of a consortium organised by Televerket, the Swedish telecommunications utility, which is bidding to provide a mobile telephone system for Warsaw, writes Charles Leadbeater, Industrial Editor.

The consortium, which includes Fintelcom, the Finnish utility, plans to extend the service to about 1m users in all the main towns five years after its launch.

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## OVERSEAS NEWS

## Bush extends US trade benefits for China

By Lionel Barber in Washington

PRESIDENT George Bush of the US yesterday extended China's most-favoured-nation trade benefits, brushing aside congressional criticism and defending his move as in the best interests of the Chinese people.

The decision, which was expected, means that China will continue to receive the lowest available tariffs for its exports to the US market. The move will also allow the US to make an estimated \$1.2bn (£710m) in trade with America's tenth largest trading partner.

Mr Bush's decision may still face a congressional challenge as lawmakers draw up legislation to force a repeal of China's MFN status. But Mr Tom Foley, House Speaker, said yesterday that he doubted whether opponents could muster the necessary two-thirds majority in both houses to override a veto.

Mr Bush said the decision to extend had been difficult, in the light of the Chinese government-ordered massacre of pro-democracy demonstrators in Tiananmen Square last June. But he had received support from Taiwan, Singapore, Japan and Hong Kong which

stood to lose a great deal as the main entrepôt for US-China trade.

In answer to a question, he said: "I don't think this is a reward for Peking." adding: "Isolation is bad, economic involvement is good. Economic contacts are the best way to keep the economic reforms going."

Revolving MFN status for China would have produced tariffs of up to 60 per cent on Chinese goods such as toys and textiles.

According to the White House, it would almost certainly have forced the Chinese to retaliate, producing higher duties on \$1.1bn in US wheat sales, and an estimated \$1.1bn in aircraft and aerospace equipment.

It would also have affected millions of dollars of US-made computers, cotton, timber, and paper products, as well as fertiliser and acid.

Mr Bush noted that existing sanctions against China remain in place.

These include a halt on World Bank loans, a suspension of military sales and a freeze on eased technology exports.

## Signs of thaw appear in Peking's political stance

By Peter Ellingsen in Peking and Colina MacDougall in London

CHINA's hardline leadership may have begun to adopt a more moderate line in the run-up to the anniversary on June 30 of the Peking massacre.

Zhao Ziyang, the reformist party leader sacked during the protests in May last year and held incommunicado since, was able to reply to a letter sent to him by Mr Helmut Schmidt, former West German Chancellor, during a visit to Peking which ended on Tuesday. Mr Schmidt refused to specify the contents, according to the West German news agency, DPA.

Deng Xiaoping, China's supreme leader, told Mr Schmidt that the leadership bore blame for the student democracy movement. "The roots of the problem lie in the leadership and the party," he said.

While this can be seen as just another swipe at the disgraced Zhao, it suggests a more lenient attitude to students up

to now branded "counter-revolutionaries". Luo Gan, general secretary of the State Council (cabinet), is believed to have told Mr Schmidt that armed police rather than troops would be used if demonstrations occur again.

This follows a US TV interview in which Jiang Zemin, current party leader, said that protests would be tackled with "non-lethal" weapons.

Unusually, last week the People's Daily, called for flexibility rather than "copying old ways" to deal with current problems. New methods in new situations were needed, it pointed out. On the arts, it did not attack western democratic values but urged a "new and vigorous" atmosphere.

While this softened line may be window-dressing for the anniversary of the US, it has been noted that Li Peng, the hardline premier, has not yet adopted it. This may be the first crack in the ill-assorted post-massacre leadership.

## Hyundai secures deal to end strikes at car plants

By John Riddling in Seoul

MANAGEMENT and union leaders at Hyundai Motor Company, yesterday reached agreement on working conditions and pay increases and said that the 10-day strike at South Korea's largest car manufacturer would end on Monday.

However, a smooth return to work is not guaranteed because the agreement has not been endorsed by the union membership. Following yesterday's announcement, about 1,500 workers demonstrated demanding the resignation and defiance halted communist as the only road for mankind, Reuters reports from Tokyo.

There had been strong speculation early this year, after Pyongyang called assembly elections six months early, that Kim was about to hand over power to his son and designated heir, Kim Jong Il, 45, known as the "Dear Leader".

In recent days, however, as the tightly controlled press continued to pour out praise of the elder Kim, it became clear the "Great Leader" had no intention of moving aside for the "Dear Leader".

Pyongyang's Korean Central News Agency, monitored in Tokyo, said the 78-year-old head of state since 1948, was triumphantly re-elected by the Supreme People's Assembly. He was the only candidate.

The North Korean leader, who in the past year has seen many of his East European communist allies driven from power by democratic forces, said socialism "is the main trend of historical progress, and this is the only road for mankind to take".

return to work on Monday after a "cooling-off period" over the weekend.

Under the terms of the agreement, basic salaries will be increased by 7.6 per cent, far lower than the union demand of 18.85 per cent, and slightly above management's original offer of less than 8 per cent.

The pay increase is in line with the moderate wage rises in the spring bargaining round. So far, pay rises have averaged below 10 per cent, compared with the union's demand of 20 per cent in the manufacturing sector in each of the past three years.

The union leaders also accepted that workers should not be paid for the period during which they were on strike, although the company said it would pay undisclosed compensation by August.

## Kim Il Sung to stay on for four more years

KIM Il Sung, the world's longest surviving autocratic ruler, yesterday accepted another four-year term as North Korean president and defiantly halted communist as the only road for mankind, Reuters reports from Tokyo.

There had been strong speculation early this year, after Pyongyang called assembly elections six months early, that Kim was about to hand over power to his son and designated heir, Kim Jong Il, 45, known as the "Dear Leader".

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## US Senate takes lead in isolating Burmese regime

Robin Pauley reports on fresh moves to withdraw the Rangoon Government's foreign currency lifeline

THE US is moving towards banning all goods from Burma as it takes a lead in the international campaign against the Rangoon regime.

The US Senate has acted as it becomes increasingly clear that there is little the international community can do against a brutal regime which tries to isolate itself from international opinion other than refusing to buy its goods, undisciplined compensation by August.

The Senate has voted 92-0 to ban all imports from Burma. The House of Representatives is expected to approve the measure and there are calls for the European Community to take similar action, although there is some hesitation from countries such as Denmark whose furniture industry is heavily reliant on Burmese teak.

The Senate decision, contained in an amendment promoted by Senator Patrick Moynihan and attached to the Trade Bill, originally would have imposed a ban on all timber and tropical fish products originating in Burma from being imported into the US. In view of the deteriorating human rights situation and increasing repression in Burma the amendment was successfully widened to ban all imports of Burmese products. This amounts to only about \$17m (£10m) a year in the US, but is an important lead for other countries and a blow to the Rangoon regime.

These moves will affect Thailand

which has stopped the over-rapid deforestation of its own lands but allowed Thai logging companies to move into Burma under contract, with the result that Burma's teak forests, containing 70 per cent of the world's reserves, are being depleted at such a rate as to threaten their exhaustion within 20 years.

The Burmese regime is being sustained by foreign currency principally from these logging operations with Thailand, but also from contracts with Japan.

The country's economy, once one of the richest and most promising in the region, is on the floor. Once the rice bowl of Asia, Burma is no longer self-sufficient in food and it is this which has forced it to try to earn foreign currency.

The State Law and Order Council which rules Burma, now one of the world's 10 poorest nations, has been taking desperate measures to secure funds in the run-up to next Sunday's so-called multi-party elections which promise to be one of the cruelest electoral farces of modern times from which the "winners" will be announced three weeks later.

The rulers sold off 60 per cent of the Burmese embassy's prized site in Tokyo to the MCG property and construction company earlier this year for \$236m. Logging contracts mean

Thailand may be able to import as much as 53m cubic feet of raw wood from Burma this year, half its total needs.

US officials say it is becoming increasingly clear that, in spite of their rhetoric against narcotics, the hard-pressed Burmese leaders may now be profiting from the drugs for export generated in the "Golden Triangle". South-East Asia is estimated to produce more than 40 per cent of the heroin now reaching the US.

Although there was widespread international condemnation of the killing of thousands of pro-democracy supporters in 1988 and Burma lost much of its official aid, international companies continued to do business with the regime.

Oil companies, including Amoco and Unocal of the US, Croft and Kirkland of the UK, Broken Hill Petroleum of Australia, Petro-Canada, Shell, the Anglo-Dutch oil company, and Yukong of South Korea have negotiated agreements for onshore oil exploration and extraction in Burma. Idemitsu of Japan and Britain's Premier Petroleum will explore offshore.

Pepsi Cola is constructing a plant near Rangoon as part of a \$2m to \$3m project which should start production before the end of this year and Coca Cola has been widely reported as having a production agreement, although the company denies having any business presence in the country.

Diplomats estimate that Burma secured at least \$1bn last year from foreign investment.

The authorities are anxious to expand tourism, a potential source of large amounts of foreign exchange, although they allowed only 8,000 foreigners into the country last year, compared to the 5m who visited Thailand, and all foreigners are currently barred from entry.

Some investors in tourism have pulled out and the success of other projects looks doubtful. A Thai company has started building a luxury resort just inside Burma's Shan state. It is due to open in October and the Burmese Government will receive \$32.5m for the 30-year lease of the land.

The South Korean Daewoo conglomerate has signed three joint venture agreements with Burma, one of which is for a 100-room hotel for completion in 1994 in Rangoon involving an investment of \$50m. The others are for the operation of a factory to produce 72,000 lots of garments in the first year and for the manufacture of electronic home appliances in Rangoon.

Daewoo will invest \$4m in equity investment and \$6m in bank loans in the electronics venture.

This all helps to keep Burma afloat - just - but it is international aid that the authorities really want to get

back. With more than \$4bn of outstanding debt, reserves estimated at less than \$20m, and per capita GDP of not much more than a miserable \$200, Burma needs its aid donors badly, principally Japan. In 1988, Japan contributed grants of \$250m, 60 per cent of Burma's total foreign aid, virtually all of which dried up after the suppression of the democracy movement.

Although a few minor aid projects have resumed, Japan has told the military regime that it will only reopen negotiations when a political settlement consistent with the wishes of the Burmese people has been agreed, and when economic reforms have been initiated.

This weekend's election may be designed to try to convince foreign governments that such conditions are now being met.

However, Japan has been particularly concerned about the fate of Aung San Suu Kyi, the main opposition leader who is being held under house arrest in Rangoon and is banned from participating in the election.

Ms Suu Kyi has urged foreign governments and companies not to invest in Burma, saying it could work against democracy.

It would be so much better if people could put human rights issues above economic issues, especially in a country like Burma, where the human rights issue was so pressing, she said last year.

## Singapore PM warns Britain

BRITISH companies diverting investment away from Asia towards eastern, or even western, Europe would be making a costly mistake, Mr Lee Kuan Yew, Prime Minister of Singapore, said in London last night.

Robin Pauley writes.

"You risk losing your remaining market in Asia because the classic method of exporting goods and services from a British base is becoming increasingly uncompetitive. If greenfield investments are ruled out there are abundant joint venture opportunities with Asian partners," he said at the start of a week-long visit to Britain.

## UN adds a human element to economics

Anatole Kaletsky reports on a controversial new way to measure development

A NEW approach to the assessment and planning of economic development was proposed yesterday by the UN Development Programme, in a strongly worded report which is likely to ignite political controversies both in the Third World and the industrialised countries.

The UNDP is the main economic development arm of the United Nations, co-ordinating and distributing grant aid of \$1.3bn annually to 152 developing countries. In the past it has been a low key participant in development policy discussions. But yesterday's Human Development Report, which was described as the first in an annual series, was clearly intended to raise the organisation's profile.

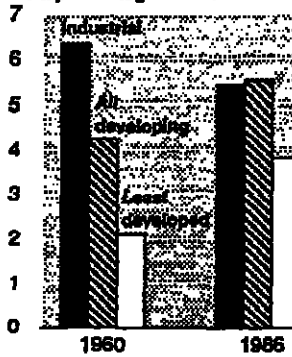
It is seen by UNDP officials as an intellectual counterweight to the World Bank's annual Development Report, whose more orthodox views tend to dominate the international debate on development.

The heart of the report is a proposal for a new Human Development Index (HDI), to provide a better gauge of development achievements and strategies than the conventional GNP per capita figures used by the World Bank and most economic commentators.

The HDI combines life expectancy, literacy and GNP per

### Military expenditure

As a percentage of GNP

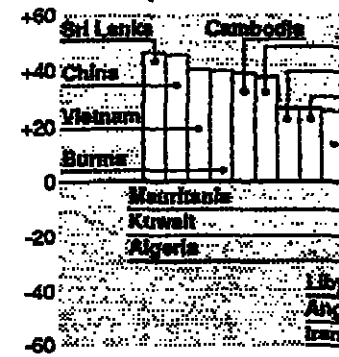


capita figures in a weighted average which also reflects gaps between North and South, rather than absolute levels. UNDP officials hope that a simple numerical indicator which can be used as easily as the traditional GNP per capita figures will help to focus attention on the social dimensions of development, as well as general economic growth.

Among the report's controversial conclusions is that developing countries could do much more to improve the welfare of their own citizens without additional foreign aid. Reducing military spending and reforming social attitudes to women are underlined as two of the main ways in which

### Human development

Human development rank relative to GNP rank



developing countries could boost both human welfare and economic growth.

The UNDP also says that Third World debt adjustment programmes have often entailed sacrifices in terms of human development, but that these human costs were often a matter of policy choice by the developing country governments, rather than compulsion from external creditors.

The UNDP goes on to suggest that external donors should protect human development programmes through the conditions they attach to aid. These should "make it clear that external assistance will be reduced if a country insists on spending more on its army than on its people".

On a more positive note, the UNDP notes that the international aid and development efforts of the last 30 years have been more successful than is sometimes suggested. In terms of life expectancy, literacy, and many other social indicators, the gaps between rich and poor nations have narrowed dramatically even though the purely economic measurements of income have diverged.

The UNDP adds that much more could be achieved in terms of human development through carefully targeted aid. It says this should be aimed at the countries which suffer the deepest human deprivation. Today most of these are in

Africa, which the UNDP recommends should receive an "overwhelming share" of the world's concessional resources.

There are also contentious elements in the report's approach to statistics. As a simple indicator of the human element in development achievement, the UNDP compares each country's world rank in terms of GNP per capita with its HDI ranking.

This approach shows that nine out of the ten worst performers in terms of human development are Muslim countries, because of their low female literacy and life expectancy figures. Five of the top ten achievers are communist countries, including Vietnam and Cuba. Among the industrialised countries, the US has the worst human development performance, ranking alongside Ireland and below Spain, despite its much higher per capita GNP.

Despite this unwelcome political element, which is partly offset by a section which argues that political freedom should ultimately be included in the index, the report may carry unusual weight in the US, because of the strong imprimatur of Mr William Draper, the UNDP Administrator, who is a close friend of President Bush.



Bhutto urging Kashmiris to choose between Pakistan and India

## Pakistan says self-rule dangerous

By David Housego in Islamabad

MS BENAZIR Bhutto, the Prime Minister of Pakistan, ruled out independence for Kashmir as "extremely dangerous" for the peace and stability of the sub-continent.

At the end of her tour of nine Muslim nations she said independence could trigger off a "balkanisation" which would be "extremely dangerous to peace and stability" and that it would "undo the entire founding principles of the sub-continent".

Ms Bhutto made clear that her support for the self-determination of the people of Kashmir was limited to a choice between joining India or Pakistan. She said that Kashmiris wanted "freedom from Indian occupation" and that a separate state "has never been envisaged at the time of partition".

Ms Bhutto has never before

spelt out in public so clearly her opposition to independence for Kashmir. Her remarks are bound to cause disappointment in Srinagar where the main popular demand is for independence rather than union with Pakistan. She also announced that Pakistan had the full support of Arab and Islamic countries if attacked by India.

Ms Bhutto said she believed that a conflict was a "real possibility" but not inevitable.

Among the countries she visited as part of a new diplomatic campaign to enlist support and understanding for Pakistan's case were Turkey, Iran, Syria, Egypt, Tunis and Libya.

Ms Bhutto is urging the Conference of Islamic Nations (OIC) to pass a resolution on Kashmir which would condemn the Kashmir issue that would diminish the risk of war, restrain India in the use of

force within Kashmir, and endorse Pakistan's call for a negotiated settlement.

Several nations are believed to have told Pakistan that they declined to condemn India because of their existing ties with New Delhi.

At the press conference Ms Bhutto used strong language to condemn human rights violations by India in Kashmir. Referring to house-to-house search operations she said: "If they see a young man, they take him out and shoot him just shoot him because he is young."

Of last week's shooting by Indian security forces of at least 47 people accompanying the funeral procession of Mirza Masroor Farooq, the senior Muslim cleric in Srinagar, she said that it was "deplorable that innocent people should be slaughtered like this".

## Benazir Bhutto goes on the diplomatic offensive

David Housego on efforts by Pakistan's Prime Minister to prevent a war with India

BENAZIR BHUTTO'S whirlwind tour of Islamic capitals over the past nine days brings to an end the first phase of her high-profile diplomatic offensive which is intended to avert war - but which carries the risk of provoking it as well.

By attempting to focus world attention on the dangers of war in south Asia and on human rights abuses by Indian forces in Kashmir, Pakistan's Prime Minister hopes to minimise the possibility of conflict and to pressure the Indian Government into changing its Kashmir policy.

But to an Indian Government already sensitive to what it sees as Pakistan's exploiting its discomfort and which has warned Pakistan against "internationalising" the issue, Ms Bhutto's carrying of her case on to the world stage is bound to seem a further act of hostility - and one that strengthens the hands of the "hawks" in New Delhi.

Pakistani officials privately concede the risk. Indian offi-

cials accuse Pakistan of "playing with fire".

After visiting eight Muslim states, Ms Bhutto has just returned from Iraq and the Gulf. She hopes to visit Europe in the late summer and to attend the UN in September.

Pakistan recently informed the UN Security Council of its concern and called for UN mediation. Through this higher brinkmanship, Ms Bhutto hopes to achieve three goals - all of which she is seeking to inscribe in a resolution to be put before the Conference of Islamic Nations (OIC). By alerting the international community to the risks of war, she hopes both to minimise the risk and to increase the pressure for a redeployment.

Pakistan claims that India has moved up 100,000 men to the border, and that it is including an armoured division in the Rajasthan sector and deployed a further infantry division in Kashmir. Diplomats in Islamabad take at face value Pakistani protestations that they have nothing to gain from war. "We don't want war and

we have no purposes war can achieve," says one official, the Prime Minister's national security adviser.

The second goal is to mobilise international opinion to prevent India's use of force to suppress protest in Kashmir. The Pakistan Government has attacked western reticence to condemn India on human rights grounds when Mr Robert Gates, the special envoy of President Bush, was recently here.

Western reticence means, says one official, that "India feels that whatever it does in Kashmir (in terms of brutalities by the security forces) is not questioned. It feels free to go ahead."

Pakistan's third goal is to reopen the status of Kashmir on the grounds that the insurgency has demonstrated Kashmiris no longer want to be a part of India. The official line remains that the future of Kashmir should be determined by a plebiscite. But officials are

beginning to imagine other possibilities such as UN trusteeship that might embrace both Pakistan and Indian Kashmir. Any proposal that envisages the separation of Kashmir from India is still dynamite for Indian policy makers.

The Indian view is that war is preferable to allowing a secession that would call into question India's identity as a secular state. The shift to this more high profile diplomacy reflects a mixture of domestic pressures and altered Pakistan perspective. Ms Bhutto - whose instincts on coming to power were to improve ties with India where Mr Rajiv Gandhi was then in command - has come under criticism for not being tougher.

A more active diplomacy has been the result of the shift in enabling Ms Bhutto to build a consensus on Kashmir that has evaded on other issues. She is thus beginning to use Kashmir, as President Zia used the beginnings of the Afghan conflict, to project herself interna-

tionally and strengthen her position domestically. The change in tack reflects Pakistan disillusionment that last month's meeting between foreign ministers in New York failed to achieve any improvement in relations. The decision to "internationalise" the issue was made in the assumption that India had refused dialogue. Some Pakistani officials clearly see a more active diplomacy as helping to divide the "doves" and "hawks" in New Delhi. By mobilising international opinion they hope to strengthen the hands of the small minority of policy makers in Delhi who believe that the use of force in Kashmir will not work and that war should be avoided. The risk is clearly that the voice of the "hawks" will grow stronger. But at the moment the shift in tactics is an assessment that India is bogged down in combating an insurgency that it will not overcome. This is "a problem they are not going to be able to solve," Ms Bhutto said yesterday.

## France sends troops to Gabon after riots

By Ian Davidson in Paris

FRANCE yesterday sent 200 troops to Gabon in response to disturbances in the French-speaking West African state.

The contingent, a company of paratroopers and a company of infantry, will reinforce a French Marines battalion, which is regularly based in Gabon under a bilateral defence agreement.

French authorities said the troops were being sent "for the possible protection of French citizens in case of danger". The French move followed the kidnapping on Wednesday of Mr Jean Duffau, French consul general in Port Gentil, together with two or three other French citizens. Mr Duffau was released unharmed yesterday.

The riots erupted after the death in suspicious circumstances of an opposition leader, Mr Joseph Roudjambé, who was secretary general of the Progress Party. His body was found in a hotel room in the capital, Libreville.

Rioters demanding the resignation of President Omar Bongo rampaged through Libreville and Port Gentil, 80 miles south-west, on Wednesday setting fire to public buildings.

Yesterday two opposition groups called on France to intervene in the crisis. Mr Nan Nguema, president of the United Opposition Front, called on France to "help in democratic change". He said the kidnapping of Mr Duffau "could be explained in part by letting the French know what is happening, so that at last they can help us to get rid of the dictatorship".

Gabon is one of five African countries where France currently stations troops under bilateral defence agreements, the others being the Ivory Coast, Senegal, the Central African Republic and Djibouti. In addition, there is a limited French defence force in Chad, with the specific mission of reinforcing Chad's security against Libya.

## India's five-year plan aims to help jobless

THE INDIAN Government says it will concentrate on job-creation programmes over the next five years in an attempt to resolve problems faced by the poorest 30 per cent of the country's population. K.K. Sharma writes from New Delhi.

New Delhi's economic strategy is spelt out in a paper titled "Towards a social transformation approach to the Eighth Five Year Plan 1990-95" released yesterday by Mr Ramakrishna Hegde, head of the Planning Commission.

The detailed plan will be formulated on the basis of the "transformative" approach to the Eighth Five Year Plan 1990-95 released yesterday by Mr Ramakrishna Hegde, head of the Planning Commission.

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Although the present planning commission does not seek to spell out figures and targets, it is clear that the government's investment on development projects is not mentioned - the Eighth Plan will aim at an annual growth of 5.5 per cent of the gross domestic product, 3 per cent in employment and try for a savings rate of 22 per cent of GDP.

Changes envisaged include a significant increase in the proportion of investment allocated to rural development.

Designed



AMERICAN NEWS

## Bush strikes note of caution over summit

By Peter Riddell, US Editor, in Washington

PRESIDENT George Bush yesterday warned against expecting too much from his summit meeting here next week with President Mikhail Gorbachev, but believed progress could be made in talks over what he called "enormous problems".

In classically cautious language, Mr Bush presented the summit as part of a continuing dialogue rather than a place for many specific agreements.

In particular, he noted that the Soviet parliament had not yet passed an emigration law which the US has insisted is necessary before the Jackson/Vanik amendment can be waived and most-favoured-nation trading status granted, leading to lower US tariffs on Soviet goods.

He acknowledged that there was also a direct link for many in the US with the Lithuanian question which caused tensions. "I think there's a political climate in this country that would make it extraordinarily difficult to grant it [most favoured nation status], but that's not a bridge we're having to cross at this juncture because the legislation is not in place in the Soviet Union."

Separately, talks are now blocked on a US-Soviet agreement to expand airline services, which was due to be signed at the summit. This is because of a dispute over the currency to be used by American airlines.

At his White House press conference, Mr Bush talked of the enemy being instability and unpredictability. "I don't want to have two ships pass in the night. We've got a lot of things that will be seen properly as progress, but there are enormous problems that just need to be talked about where I can't say there will be an answer."

Mr Bush expressed enthusiasm for the proposed chemical weapons treaty and, dismissing criticisms from US conservatives about excessive concessions made in last week's Moscow talks, he said the strategic arms negotiations were "going very well, though we still haven't got a firm deal."

He expressed concern about the lack of progress on conventional forces, but said he was encouraged by remarks on Wednesday by Mr Eduard Shevardnadze, the Soviet Foreign Minister, that Moscow wanted to accelerate conventional force negotiations.

Mr Bush hoped both sides could find some way at the summit or earlier to move these talks forward.

## Business squeezed as US economy weakens

By Peter Riddell

THE US economy has been somewhat weaker than previously thought so far this year, and corporate finances are now being squeezed.

Gross National Product is now reckoned to have risen at an annual rate of just 1.3 per cent in real, inflation-adjusted, terms in the first quarter. This compares with an initial estimate of a 2.1 per cent increase, the revision being entirely explained by what happened to business stocks. Non-farm inventories are now believed to have fallen by \$10.8bn, (\$6.4bn) rather than \$2.5bn.

To the extent that stocks were reduced by more than previously thought, there is less need for a further sharp cut in the current quarter, which may be positive for overall levels of production. Hence the revision to the GNP figure is less negative than it might first appear.

However, other recent indicators, such as durable goods orders and car sales, suggest that the overall level of activity remains sluggish at best.

The financial position of US companies also remains under pressure. While overall levels of profits increased in the first quarter, after having fallen sharply in the second half of last year, cash flow from current production, the internal funds available for investment, dropped by \$8bn, or 2.3 per cent, in the period to the lowest level for a year.

On a longer-term comparison, most measures of profits are lower than a year earlier, with a notable drop in undistributed profits and net cash flow. These point to a squeeze on future levels of investment.

Lower than expected levels of corporate profits, and consequent tax revenues, have been a big reason for the revision upwards of the expected size of the US budget deficit.

## Boesky becomes the star witness

HE LOOKS coolly composed, his eyes fixed into the middle distance of the courtroom, his voice crisp and decisive. He forms his hands into gestures of authority - a single digit quizzically propping up the chin, or the tips of fingers joined in a manner akin to prayer. Superficially, he looks much as he did in the old days - except that he doesn't grin a lot now.

In a Manhattan court house, Mr Ivan Boesky, once Wall Street's most successful arbitrageur, is making his first public testimony in the 3½ years since he settled charges of insider trading by pleading guilty to one conspiracy charge, paying \$100m (\$50m) in fines and agreeing to co-operate with the Government's sweeping investigation of Wall Street crookery.

Mr Boesky is the star prosecution witness in the trial of Mr John Mulheron, a securities trader accused of more than 40 counts of conspiracy and fraud and the only person out of those fingered by Mr Boesky who has elected to go to trial.

Added piquancy is given to the case by the fact that the two men were once good friends - Mr Mulheron was a trustee of a fund for Mr Boesky's children. Giving testimony in the witness box, Mr Boesky, dressed like a Wall Street professional in a dark suit and tie and white shirt, avoids looking at the bench where Mr Mulheron, casually dressed, watches attentively.

Mr Boesky, who served about two years of a three-year jail sentence and was freed last month, appeared in court clean-shaven and smoothly groomed - a contrast to the bearded figure he presented while serving his sentence.

He told the court that he was employed as a consultant to an unnamed company on "different sorts of business planning" and he also disclosed that he still faces some \$10m in damages suits from aggrieved investors. They will be watching his testimony closely for anything which might bolster their cases.

Much of Mr Boesky's testimony has concerned detailed share transactions and other

Martin Dickson sees the former arbitrageur give evidence against an old friend

business dealings between him and Mr Mulheron, who is alleged to have manipulated stock and temporarily taken on securities to help Boesky avoid taxes and meet Government-imposed capital requirements.

Mr Boesky has also described how in 1985 he and Mr Carl Icahn, the corporate raider, built up stakes in Gulf & Western Industries, the entertainment group now known as Paramount. They then went to visit its chairman, Mr Martin Davis, and suggested that he mount a leveraged buy-out for the business. Mr Davis rejected the idea but later bought Mr Boesky's stake when Gulf & Western's share price rose in the market to \$45 - the price Mr Boesky wanted for his stake.

Mr Boesky acknowledged discussing Gulf & Western's share price with Mr Mulheron, but said he had merely stated that it would "be great" if the stock, then at \$44½, traded at \$45.

Mr Boesky also said that he and Mr Icahn do not face any charges in connection with Gulf & Western - were not acting as a group, a situation which would have necessitated a public declaration that they held more than 5 per cent of the company's stock.

There has been tough cross-examination by Mr Thomas Puccio, the lawyer defending Mr Mulheron, who will be trying to undermine Mr Boesky's credibility. At one point, Mr Boesky was asked how many times he had lied under oath. "Several times, I can't remember," he replied.

"Do you like money, Mr Boesky?" the lawyer asked later. "Of course," he snapped back, "don't you?"

But the presiding judge drew the line when Mr Boesky was asked: "Do you know what a pathological liar is?" and the question went unanswered.

## Sand shifts under US and Israel

Lionel Barber on strains which could signal wider policy changes

BY SIGNALLING that it is ready to support the despatch of United Nations observers into the Israeli-occupied territories of the West Bank and Gaza Strip, the Bush Administration is venturing where few previous US governments have dared to tread.

In the past, the US has avoided any move which could be construed as a challenge to Israeli sovereignty - or to Israeli authority in the territories occupied after the 1967 Six-Day War. To press ahead with the UN observer idea would, therefore, put Washington's relations with Jerusalem on a collision course.

The first sign of US intentions should come today when the United Nations Security Council meets in Geneva to discuss the latest violence in the West Bank.

Mr James Baker, US Secretary of State, said on Wednesday that the US "would be prepared to discuss the question of a UN observer team if that indeed comes at the UN Security Council session."

There is a danger in reading too much into Mr Baker's remarks. He is at heart a tactician, and he may well have been simply finessing a more immediate problem: the likelihood that Mr Yasir Arafat, the leader of the Palestine Liberation Organisation, was about to apply for a visa to speak at the UN in New York.

Nonetheless, the guarded support for UN observers is the latest evidence of a downward spiral in US-Israeli relations ever since the fall, 10 weeks ago, of the coalition government headed by Mr Yitzhak Shamir.

US officials are frustrated at the failure of Mr Shamir and his Likud colleagues to follow through on the Israeli Government's peace initiative first put forward last year. The initiative proposed Palesti-

an elections in the West Bank and Gaza - home to 1.7m Palestinians - to choose local representatives that could negotiate both an interim and a permanent settlement with Israel.

Last December, the Bush Administration believed it had secured the conditional support not only of Israel but also of Egypt (acting on behalf of the Palestine Liberation Organisation) for the Shamir plan.

A preliminary meeting between Mr Baker and the foreign ministers of Israel and Egypt in Cairo was supposed to iron out the final obstacles to the first talks between Israelis and Palestinians.

But the meeting was never held. In Washington's view, the Shamir government's insistence on assurances that the PLO would not become a party to the dialogue sabotaged the initiative, casting doubt on whether Mr Shamir was ever serious about his own election plan.

Critics argue that the State Department and the National Security Council staff working on Middle East policy allowed themselves to be smothered - both by their own expectations of a breakthrough and by a series of tactical errors.

"The Israelis could always say 'No' to their own plan - but they would have had more difficulty saying 'No' to an American plan," says Ms Judith Kipper, a Middle East expert at the Brookings Institution in Washington.

Faced with the impasse, President Bush further inflamed relations by saying he opposed new Jewish settlements not only in the Israeli-occupied West Bank but also in East Jerusalem - an explicit challenge to the sovereignty of at least part of the

city which Israel calls its capital.

Moreover, Mr Bush's comments came only two days after Mr Baker said the administration would support \$400m in housing loan guarantees only if Israel stopped building Jewish settlements in the occupied territories.

Some Israelis believe that Mr Bush's aim was to precipitate the collapse of the Government in order to prepare the way for a new Labour-led coalition more amenable to dealing with the Palestinians.

Officials in Washington say this is far too Machiavellian an interpretation. "The President simply feels very strongly that Mr Shamir had given his word on settlements," said one official.

These bruising clashes contrast with the days of the Reagan Administration, when public criticism was tempered by statements of support for Israel.

Yet the question is whether they amount to a fundamental change in the US-Israeli relationship. At this stage, it seems not. The strategic relationship - built on military and intelligence ties which grew strongly during the Reagan Administration - continues uninterrupted.

US financial support for Israel amounted to \$3.7bn in grants, loans, economic and military aid last year. The flow remains intact, even though some Congressional critics, such as Senator Robert Dole, are trying to rearrange priorities in the US foreign aid budget. "There is no full-scale review of US policy towards Israel," said a White House spokesman.

Mr Baker's UN observer foray on Wednesday may be a sign of change "because it amounts to a reversal in policy which could prepare the ground for other moves in the future," a US official said.

## House backing for wider clean air laws

By Peter Riddell

THE most far-reaching extension of US clean air laws for 13 years has moved a stage nearer following overwhelming approval of the legislation by the House of Representatives. But big differences remain within Congress and with the Bush Administration over the methods and deadlines for reducing pollution.

The bill has important consequences for the motor, oil and energy sectors and has been the subject of intensive lobbying by these industries and by environmentalists.

Both the House and Senate versions are compromises between regional and industry interests. For instance, a deal on car pollution was worked out between two prominent Democrats. Representative John Dingell from Detroit, the home of the US motor industry, and Representative Henry Waxman from Los Angeles, the US city with the greatest smog.

There will now be a lengthy Senate/House conference to resolve differences, but the legislation is expected to be approved by autumn.

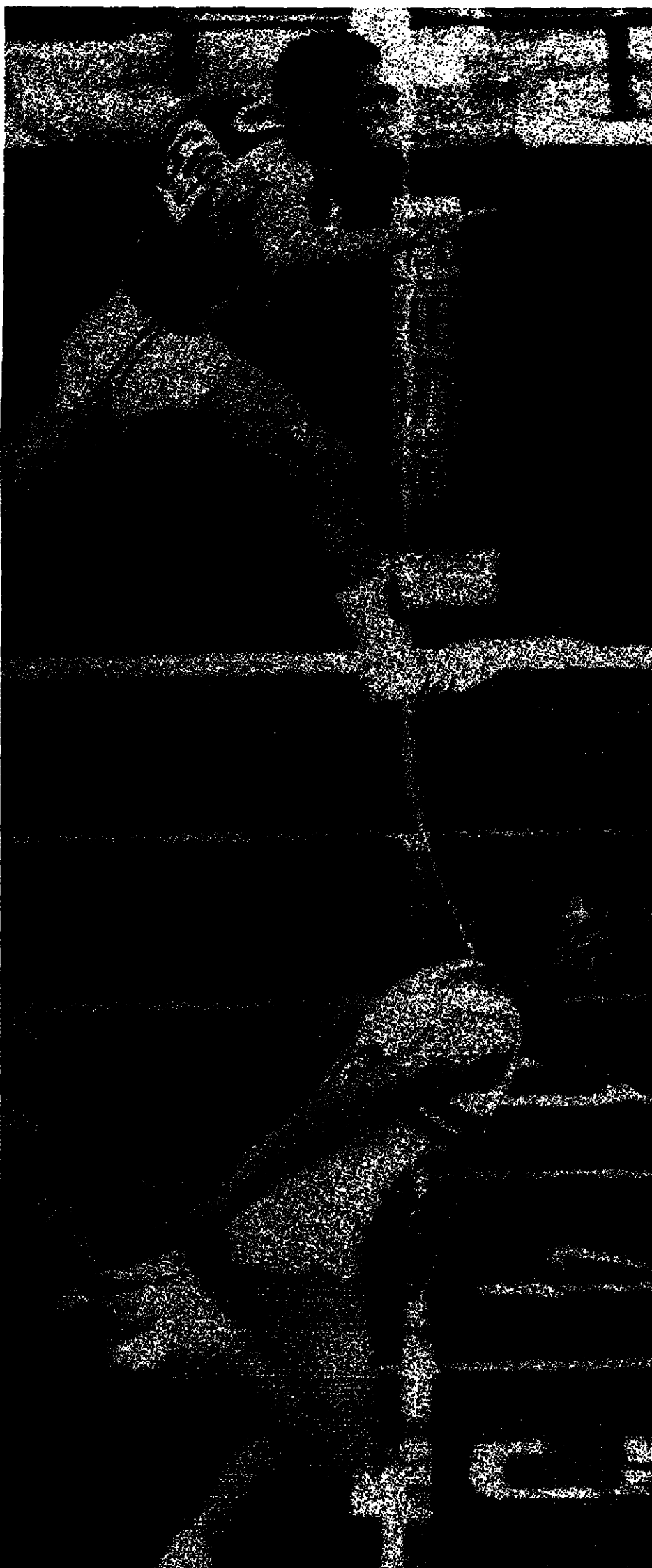
The White House has, however, warned of a possible presidential veto over a provision, approved by the House but narrowly rejected by the Senate, for \$250m (£147.9m) in additional unemployment and

training assistance for workers who lose their jobs as a result of industry's efforts to reduce emissions. This would particularly benefit coal miners in high-sulphur producing areas of Appalachia and the Midwest. The Administration is worried about a potentially open-ended liability.

The House version also includes proposals for a pilot programme in California in which the motor industry would be required to produce 750,000 cars over three years capable of running on non-gasoline fuels such as methanol.

There are important differences between the Senate and House versions over, for example, the formula used to provide incentives for power utilities to reduce emissions, over the timing of a second round of reductions in pollution caused by car tailpipe emissions, and over controls on industrial sources of smog.

There is, however, agreement on a series of goals to reduce acid rain by halving emissions of sulphur dioxide over the next decade, requiring industry to install best available technology by 2000 to control sources of 200 toxic substances and requiring a reformulated petrol mixture for all new cars in the nine smoggiest US cities by 1995.



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## AMERICAN NEWS

## Crossed lines over privatisation

Gary Mead looks at the problems for Argentina's telecom investors

**M**r Ricardo Zinn deserves a medal: instead he will probably receive a valley of old vegetables.

In Buenos Aires the only real sin is to point out that the emperor has no clothes, which is precisely what Mr Zinn did when, on April 4, he resigned as government adviser on the privatisation of Entel, Argentina's state-run telephone company.

"To invest in Argentina is to run a very high risk because the rules are changed every two or three months," said Mr Zinn when he handed in his notice.

He left in high dudgeon because President Carlos Menem has decided to cave in to Peronist party pressure, and substantially alter Entel's privatisation conditions.

Mr Zinn is hardly a neutral figure in the dispute; he was responsible, along with Ms Maria Julia Alsogaray, Entel's administrator, for drawing up the original sale terms.

Mr Zinn and Ms Alsogaray have been overruled, much to the chagrin of banks and those half-dozen foreign operators interested in buying the 60 per cent of Entel available.

Mr Zinn's departing comment is hardly news to those foreign companies which run the gamut of Argentine legislation and sharp practices in order to invest in a country which has scarcely climbed out of political and economic instability.

But he deserves respect for daring to say openly what most Argentine politicians prefer to disguise - the biggest problem anyone faces in Argentina is that government changes the rules, often, and without much consideration for those already ensnared in the game.

In the case of Entel, the rules were changed with less than a week to go before the so-called "pre-qualification" date, of April 5, when those



Carlos Menem: perennially changing the rules

companies which had spent \$20,000 on buying the sale documentation confirmed their interest by requesting the full details of the company and its privatisation.

Seven foreign operators are in the race for purchase of the documentation, including STET (Italy), Nynex (US), GTE (US), Cable and Wireless (UK) and Telefonica (Spain).

June 28 is fixed as the deadline by which the successful bidders will be announced; those fortunate to have struggled through to that point will find themselves owners of Entel north or Entel south.

Of the remaining 40 per cent of the shares, 30 per cent are to be traded on the Buenos Aires stock market and 10 per cent put in the hands of Entel employees.

By October 8, the new owners will be able to take possession - unless the dates and rules are changed again.

There are two essential

changes to Entel's sale, involving guaranteed profit levels and the amount of debt-equity exchange required.

Under Mr Zinn's plan, new owners were to have been guaranteed annual profits of 16 per cent on the net asset value of \$3.5bn of the whole of Entel.

The reworked terms stipulate a guaranteed profit of 16 per cent a year on the lower figure of \$1.9bn, fixed by the government as the value of the 60 per cent of Entel to be bought by the two successful bidders. That alteration means a reduction in profit of roughly \$200m (\$100m each for Entel north and south).

Under the Zinn plan, there was no fixed minimum placed on the amount of debt-equity swap; there was simply the implication that the operator which offered more debt for its equity would be favoured.

Now the Government has fixed a minimum amount of \$3.5bn for debt-equity

exchange, the net asset value of Entel. The apple-cart has been upset, and foreign bankers in Buenos Aires are cross.

"Do you know what the implied conversion rate for Argentine debt is, now that the rules have changed?" asked one irate banker. He continued: "the rate on the secondary market is less than 12 per cent. With the changed rules for Entel, the conversion rate the Argentine Government is asking for is 15.7 per cent."

That's an appalling deal for bankers, but they still probably have us over a barrel, since what else are we going to do with the debt except try and get some equity for it?

If bankers are annoyed, Entel customers are currently tearing their hair out in frustration. Telephone bills have gone up by 2,400 per cent since the start of the year.

The last increase, which in some cases amounted to 433 per cent, was overturned at the last moment, after mass consumer protest, though bills delivered still included the increase.

This was compounded by a telephone workers' strike and pickets outside Entel offices. Some bills were delivered, but others delayed.

However, customers failing to pay their bill within one week of delivery faced an automatic increase of 10 per cent. A second week's delay and the punishment went up to 20 per cent.

Foreign telecommunications operators once looked on the Entel sale as an interesting proposition.

But leaving aside the problem of how any new foreign owner could begin to sort out the Byzantine corruption among Entel's 45,000 employees, the privatisation is now very tarnished by what is a long-standing problem with Argentine governments - unreliability when it comes to sticking to the rules.

## Chilean projects expected to total \$19bn

By Nancy Dunne in Washington

**P**ROJECTS on the drawing board or under construction in Chile are expected to total \$19.7bn in new investment between 1990 and 1995 and to bring new growth to regions outside the nation's metropolitan areas.

According to a new survey, conducted by Chile's Independent Committee of Foreign Investment, most of the 442 projects are planned by the private sector with 60 per cent designed to boost foreign trade.

The survey was presented at a recent investment opportunity conference in Santiago, attended by 250 foreign and 450 Chilean companies.

Also in attendance was President Patricio Aylwin Azocar, who assured the businessmen that Chile's economic policies would remain unchanged under the new administration.

The largest number of the planned new projects, 63.6 per cent, will be jointly owned by foreign and Chilean companies. Almost 20 per cent are planned by foreign

companies; 15.2 per cent by the government; and the rest joint public and private enterprises.

The new operations include: a cellulose plant, a newsprint factory and a port near Puerto Montt in Chile's Region 10; a \$356m hydroelectric plant to be developed in Region 8; and a \$140-\$150m cathodic copper facility in Region 1.

Mr Roberto Chadwick, a Washington consultant who assisted the conference organisers, said the survey demonstrates the decentralisation process underway within the nation's economy.

Each of Chile's 13 regions will receive a share of the new investment flows, adding a minimum 16 per cent to each one's economic base.

In seven of the regions, new investment could total more than 60 per cent of their current local gross domestic products. If the plans are fulfilled, the cities, in which investment has in the past been concentrated, will get no more than 14 per cent of

the nationwide investment flows.

The planned investments are concentrated mainly in five areas: with mining taking 27.5 per cent of the total; industry, 26.6 per cent; energy, 25.2 per cent; telecommunications, 4.8 per cent; and infrastructure, 5.4 per cent.

Only nine public sector projects, directly linked to exports and infrastructure, were included in the study. Plans for the development of the financial services area were also excluded.

Although most of the spending is targeted towards traditional sectors, the survey also indicates a change in the composition of exports towards non-copper products and more sophisticated products, like software, Mr Chadwick said.

Mining products will remain Chile's main export source for many years in the future. However, agricultural-based and seafood products have tripled in the decade, while industrial exports more than doubled in 1984-89.

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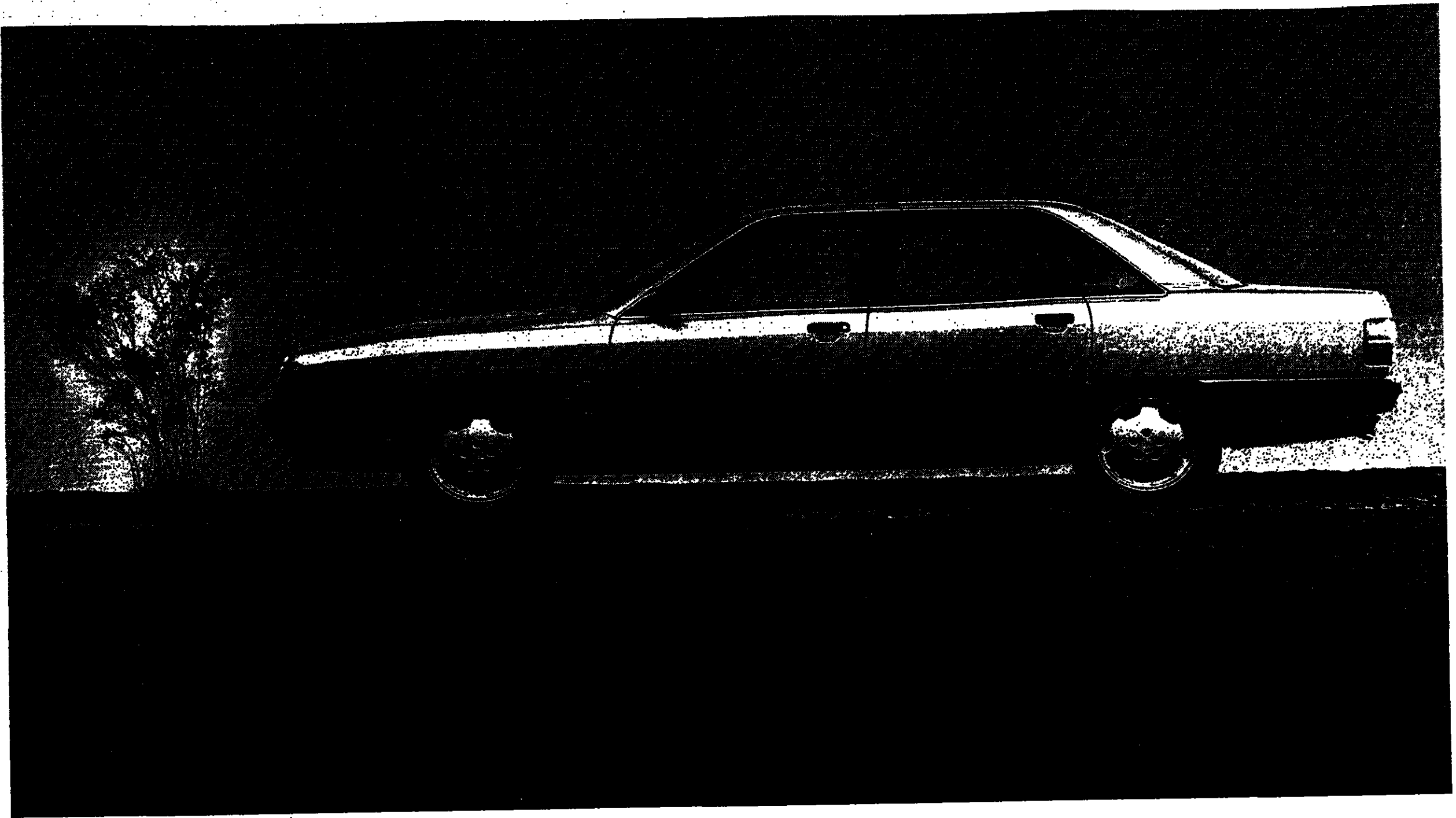
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# A critical appraisal of the Audi 100 Turbo by a bog myrtle.



To a bog myrtle the fact that an Audi 100 Turbo can reach 60mph in 7.5 seconds, or achieve 134mph on a German autobahn, or is fitted with ABS as standard is largely irrelevant.

However, one aspect of the 100 Turbo that is of interest to the bog myrtle is the 3-way catalytic converter now fitted as standard in all Audi cars.

The converter removes up to 95% of toxic pollutants from the exhaust's gases. These include deadly carbon monoxide, unburnt hydrocarbons and oxides of nitrogen which contribute to photochemical smog and to the phenomenon we now call 'acid rain'.

The bog myrtle is a wonderfully fragrant shrubby plant. Originally, before hops became popular, it was used in the making of beer.

It flourishes in bogs, fens and wet heaths. Predominantly in Scotland, often around the edges of lakes.

Its existence is a finely balanced affair. A slight increase in the acidity levels in rain and it may disappear forever.

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VORSPRUNG DURCH TECHNIK.

## UK NEWS

Conservatives say programme is 'littered with spending pledges'

## Labour launches policy package

By Michael Cassell, Political Correspondent

BRITAIN'S opposition Labour Party yesterday launched its "agenda for government", with the leadership making a defeatist effort to play down any early prospect of tax cuts or increases in public spending if the party wins power.

Mr Neil Kinnock, the Labour leader, placed the emphasis firmly on economic prudence and attempted to fend off government accusations that Labour remains a high-spending, high-taxing party. Mr Kinnock's warning that the Government would try and "pin huge spending commitments" on the party materialised at once, with ministers rounding on Labour's proposals.

Mr Norman Lamont, the Chief Secretary to the Treasury, echoed ministerial colleagues in claiming that

Labour's new campaign document was "littered with spending pledges".

Unveiling "Looking to the Future", the document which will form the basis for Labour's next general election manifesto, Mr Neil Kinnock promised to end the Tory years of "arrogance, complacency and deviousness".

He stressed that any additional public revenues arising out of economic growth would initially be directed towards investment, rather than any tax cuts.

Mr Kinnock told a London press conference: "Given what we will inherit, especially the underfunding in vital public services, the possibilities of immediately reducing the tax burden are somewhat remote".

No further details of

Labour's plans to introduce a bottom rate of income tax of below 20p are likely to be divulged until after an election victory.

Mr Kinnock, however, said that plans to raise taxes for the highest wage-earners would yield about £2bn in additional revenues in the first year.

The document, which will go to this autumn's annual conference for approval, confirms Labour's conversion on a series of issues. It formally abandons unilateral nuclear disarmament in favour of negotiated arms reductions, while accepting the role of the law in the workings of trade unions.

Mr Kinnock also confirmed Labour's readiness to embrace the markets, although he stressed that his party would be "working with the market

and not worshipping the market".

A central theme of Labour's proposals is a new partnership between public and private sectors, with private finance joining the government in major joint ventures.

Mr Kinnock said Labour's anti-inflation strategy would involve early entry into the exchange rate mechanism of the European Monetary system, restraints on bank lending and lower interest rates.

Labour has abandoned any commitment to full employment and rejected the idea of an incomes policy. It will create a number of regulatory and supervisory bodies to monitor a range of economic and environmental activities.

## Trams trundle back into fashion

Richard Tomkins on the plans to ease congestion in regional cities

THE tram is trying to make a comeback - not as the slow, clanking beast of old, but as a sleek, fast and efficient form of modern urban transport.

In Manchester, they are building a Metrolink; Sheffield is planning a Supertram; and Birmingham wants its Midland Metro.

For the first half of the 20th century, trams dominated public transport in Britain's largest towns and cities. But when the infrastructure came up for renewal after the Second World War, low petrol prices made buses a much cheaper alternative.



Many of the trams were scrapped while others disappeared overseas to service far-flung corners of the former Empire and, a variety of European cities in need of transport hardware.

Now, the tram is back in favour. High petrol prices and clogged roads have made buses less economic, and some see light rail systems as an effective, pollution-free solution to Britain's urban congestion.

The modern-day tram bears little resemblance to its predecessor. Looking rather like a small train, it typically consists of a pair of single-deck cars running at speeds of up to 50 mph.

Its route consists of a mixture of disused suburban railway lines, segregated parts of the highway and shared use of public roads. Stops are about 700m apart.

More than 300 of these light rail transit systems are operating in Europe and North America. Now more than 30 UK towns and cities have schemes on their drawing boards.

Getting them off the boards and on to the streets, however, is proving more problematic. The London Docklands Light Railway and the Tyne & Wear

Metro are operating, but these are railway systems. No street-running tram system has yet been built.

The main obstacle is the same as the one that saw the tram's demise: cash. Infrastructure costs are usually too big for tram schemes to be viable, so local authorities need Government aid.

The Government, however, requires a degree of private sector involvement in tram schemes. Local authorities therefore find a consortium to build and run the line, deduct the payment for running rights from construction costs, and

ask for a Government grant to cover half what remains.

Only Manchester has won one of these grants. Last year the Department of Transport agreed to pay £40m-£45m towards the £110m cost of the first Metrolink line between Bury and Altrincham, passing through the city centre streets. Work on the line has now started - but only after a three-year wait for the cash.

The main reason why grant aid for light rail systems is slow to come through is that the Transport Department has no budget for them. If a scheme is approved, it then has

to go to the Treasury as a candidate for possible inclusion in future public expenditure.

But getting an application through the department is no joy-ride. If a local authority wants to build a road, the scheme attracts a grant. If its cost is outweighed by benefits to users - notably, by savings in journey times. Light rail schemes, on the other hand, only attract funds if the capital costs are outweighed by the value of non-user benefits such as relief of road congestion.

What local authorities want to see is something more akin to the Continental system where public and private transport schemes are assessed on a comparable basis, leaving regional or local governments to decide which is most appropriate to their needs. The result of this policy is that the cities in Western Europe with populations over 600,000 have some form of tram or light rail system.

The Department of Transport's argument is that the user benefits of light rail schemes should be paid for through fares, while no mechanism exists for charging car and lorry drivers for the use they make of a new road.

But the Association of Metropolitan Authorities, a persistent critic of the Government's attitude towards light rail schemes, suggests the department's differing assessment methods is undermining local authorities' ability to implement transport policies.

Mr Phil Evans, the association's secretary, says: "If a local authority puts up a package to the Department of Transport consisting of a mix of highways and public transport, the road proposals go to one bit of the department and the public transport proposals go to another. It is impossible to get a balanced response from the department."

## Banks campaign for tax relief on debts

By Stephen Fidler, Euromarkets Correspondent

BRITISH banks have made advances in a campaign to reverse what they see as undesirable treatment of tax relief on third world loans proposed in this year's budget.

Amendments have been tabled to the 1990 Finance Bill. The bill, as originally proposed, would restrict the tax relief available to banks disposing of third world debt at a loss.

Under the proposals outlined in the budget, banks selling their debt at a discount will be forced to spread out the tax relief they can claim over a number of years. Under current rules, they can claim tax relief for the year in which

they make the loss. Under the new rules, they will have to take the relief in annual increments of 5 per cent of the debt's face value.

This applies unless the bank sells the loan at a discount back to the debtor country, in which case the relief is immediately available. This appears to be designed to encourage banks to participate in debt reduction packages under the new international debt strategy known as the Brady plan.

The British Bankers Association, which represents UK banks, has complained that the proposed tax treatment sets a precedent potentially of wider concern to business.

## Output fuels fears of British inflation

By Rachel Johnson

MANUFACTURING output underwent an unexpected recovery in March, according to figures released yesterday. This is another indication that the UK economy is not slowing down quickly enough to warrant early reductions in inflation and interest rates.

The Central Statistical Office announced that manufacturing output - which has slowed sharply over the past year - rose by 1.7 per cent in March when the City was expecting output to be flat.

Wednesday's trade figures showed resilient domestic demand in the shape of rising imports. The latest economic news appears to complete the

picture of robust demand so far painted this month by strong retail sales and rapid expansion in the money supply.

A rise in the annual increase of unit wage costs from 6.6 per cent to 7.8 per cent in the three months to March confirmed the presence of inflationary pressures in the economy. Wage settlements around the 10 per cent mark are expected to lift unit wage costs even higher in coming months.

The figures also showed that earnings continued to rise without being matched by productivity gains. Productivity in manufacturing was rising at a rate of just 1.1 per cent a year in the first quarter.

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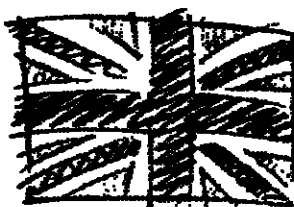
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## BRITAIN IN BRIEF



## Imports of coal to hit new record

The drop in orders of coal from British pits by the privatised electricity industry means that coal imports will reach a record this year.

More than 6m tonnes, mostly from North and South America, have been ordered by National Power and PowerGen, which have inherited the fossil-fuel power stations of the Central Electricity Generating Board.

The imports make up about 8 per cent of the electricity industry's coal needs and represent a significant inroad into the UK market, which has been dominated almost entirely by British Coal.

The imports will rise by a further 5m tonnes a year in 1993, when power stations increase their use of low-sulphur foreign coal in order to meet new targets on sulphur emission.

## BR to lose postal contract

The Post Office plans to stop using British Rail to transport mail at weekends after BR failed to meet performance targets.

By using trucks instead rail, the Post Office expects letters and packages will arrive at sorting offices in some cases as much as 12 hours earlier.

The move is a blow for BR which has a five-year contract worth between £200m-£250m to transport mail for the Post Office.

## N Ireland talks 'encouraging'

Mr Peter Brooke, Northern Ireland secretary, yesterday won further encouragement in his efforts to start talks on the province's political future from the mainly Roman Catholic Social Democratic and Labour Party.

Speaking after a two-and-a-half hour meeting in London, Mr John Brooke, SDLP leader, said Mr Brooke had put forward proposals for a series of talks on "all aspects" of the Northern Ireland problem. His proposals were "very encouraging."

Coming after the broad support offered to Mr Brooke by Unionist leaders after a similar meeting on Tuesday, his reaction suggests Mr Brooke has made significant progress towards striking a deal to start talks.

## Ridley apology for blunder

Mr Nicholas Ridley, secretary of state for trade and industry, yesterday apologised for the blunder which led to a distorted market in the shares of retail groups Kingfisher and Dixons on Wednesday morning.

At the same time the DTI said that it was prepared to consider claims for compensation from shareholders who lost money as a result of the mistake.

A Monopolies and Mergers Commission report recommending Mr Ridley to reject Kingfisher's bid for Dixons was put on sale by mistake by Her Majesty's Stationery Office ahead of any general announcement to the stock market.

## Ecco chain moves to UK

Job opportunities for people over 50 are to be a special feature of a chain of employment agencies being developed in the UK by Ecco, the French-owned employment agency, financial services and industrial cleaning group.

The initiative, called Age Works, is being developed by Ecco in a joint venture with the Association of Retired Persons, a 60,000 strong British lobby organisation representing retired people around the country.



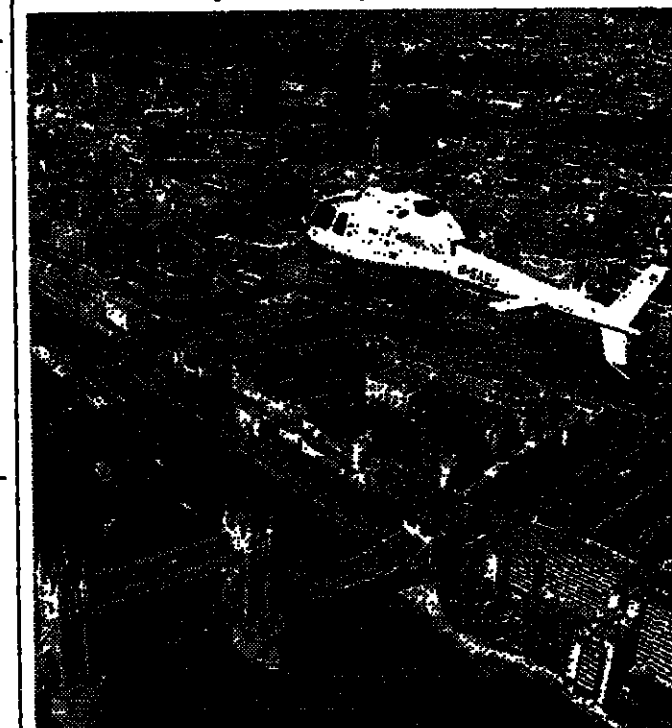
## Porton chief paid £450,000

Mr John Burke, chief operating officer of Porton International, a privately-owned pharmaceuticals company, was paid £450,000 last year, putting him among the top 50 UK manufacturing executives in terms of pay.

The company had sales of £15.5m in 1989 and showed an operating loss of £8.8m.

Mr Tony Vernon-Harcourt, a recruitment consultancy, said the figure was "unusually high." He said most chairman or chief executives of UK manufacturing companies earning this amount worked for companies with annual sales of above £1bn.

Mr Burke was recruited to Porton from Glaxo, Britain's biggest pharmaceuticals company.



MPs clashed yesterday over the need for a heliport sited on the banks of the River Thames in London similar to the one sited on New York's East River.

The proposal for a heliport sited on the north bank of the Thames between London Bridge and the Cannon Street railway bridge was described as "absolutely batty" by Conservative MP Mr Toby Jessel. He questioned the safety and environmental effects of a heliport next to a main commuter railway station. But another Conservative, Mr Anthony Nelson, said a heliport was essential if the City of London was to remain one of the world's leading financial centres.

Mr Colin Moynihan, junior environment minister, refused to comment on the merits of the proposal because of the quasi-judicial role of his ministerial chief, Mr Chris Patten, the Environment Secretary. He said the proposal would be the subject of a public inquiry which would begin in October.



## UK NEWS

# Britain hints at review of policy on aid budget

By Peter Montagnon, World Trade Editor

BRITAIN should take a fresh look at the desirability of tying its overseas aid budget to the procurement of British goods and services, Mrs Lynda Chalker, Aid Minister, said yesterday. Acknowledging that this was a "very political" issue for industry, which currently receives some £700m worth of aid-financed business a year, she said untangling these funds could produce better value for money and might bring net benefits to Britain if it was part of a concerted international move to do the same.

Though couched in tentative language, her remarks seem calculated to fuel controversy in industry, which is already alarmed over the prospect of declining support from the Export Credits Guarantee Department.



Lynda Chalker

With a total budget of £1.6bn, Britain spends much less on aid than other European countries such as Japan, France and West Germany.

Yet exporters have long been able to console themselves that a relatively high proportion of the bilateral aid budget is tied to the purchase of British goods and services. "Buying from abroad is never popular with industry at home, whether it be power stations, coal, textiles, defence equipment or aid equipment," Mrs Chalker said. "We have already bitten on the other bullet. I hope that we can take a more dispassionate look at the arguments for and against aid tying."

With health and defence spending, the Government's overriding criterion was to obtain value for money. "We need to take care that tying does not lead to extra costs and a diminution of the real value of our aid," she said. However, Britain had a good record in obtaining business from World Bank and European Community aid projects. Industry got £1.75 in procurement orders for every £1 the UK contributed to such multilateral agencies. Given that other countries had much larger aid programmes than the UK it would be in a position to benefit from a general untangling of aid.

Her call for the UK to consider supporting an international effort to untangle aid budgets is likely to find sympathy in the US. Among Washington's concerns are that tied aid might be used by industrial countries to buy business in the newly emerging East bloc markets. It also comes at a time when Japan, with a total aid budget of some \$10bn, is rapidly untangling much of its spending.



## Tide is set to turn for Welsh island tax haven

By Alison Smith

TWO small islands and a community of 50, including 14 Cistercian monks, have been put on the map by a House of Commons committee. Caldey and St Margaret's islands off the Welsh coast of Pembrokeshire had been missed off the register to pay the community charge, the controversial new local government levy which has been the source of the Government's

recent fall in popularity. Mr David Hunt, the Welsh Secretary, had unaccountably left to Mr Wyn Roberts, his deputy, the task of explaining the legislation to the islanders. Mr Roberts said that as St Margaret's island was uninhabited he would, "in the interests of brevity," refer to both islands simply as Caldey. The minister said that an ancient anomaly meant that

the islanders were not strictly part of the local, parliamentary and European parliament electoral systems. Thus until the error had been spotted they had been able to vote but not to pay the South Pembrokeshire poll tax of £188. In correcting what was "probably in contravention of the European Convention on Human Rights" Mr Roberts insisted that he had gone as far

as he could to meet the islanders' desire for independence. Mr David Harris MP, wanted to be sure the Caldey islanders would pay the full charge, despite the range of services they did not receive. He had to reassure his "off-island" constituents in the lesser Scilly Isles, in the Atlantic, that they were not missing out by having to make their full contribution.

But Labour MP Mr Gareth Wardell feared that South Pembrokeshire was missing out on the extra tourist revenue that would result from leaving Caldey as a "poll tax haven". Imagine the tourists coming to see the smiling residents free from the yoke of the tax, he urged. They would more than make up for the lack of poll tax and business rates from the islanders.

## Concern at European intervention on monopolies

The head of Britain's mergers watchdog discusses its role in a changing environment, writes Robert Rice

ONE of Mr Sydney Lipworth's concerns about the European Merger Regulation is that the thresholds for triggering European intervention are set too low. If, as has been mooted, they were in time to come down even further it would be a shame, he says, because it would obviously reduce the amount of work handled by the Monopolies and Mergers Commission. The South African-born chairman of the MMC "likes being busy".

Which is just as well because the workload of the Commission has risen dramatically over the last two years. References to the MMC were running at about 13 a year between 1985 and 1988. But in 1989 the number leapt to 30. Already this year there have been 17. In 1988 the Commission completed 15 reports, in 1989, 24 and in the first four months of this year, 11.

In April, in an official statement on competition policy, Mr John Redwood, Corporate Affairs Minister, re-emphasised that preserving competition should be the sole criterion of monopolies and mergers policy. His comments were seen as reflecting concern within the DTI that the Government

should do more to see that this criterion was being rigorously applied, particularly in relation to small and medium sized companies.

Mr Lipworth rejects the suggestion, however, that this apparent change of "policy" has been responsible for the Commission's increased workload or that the Commission is being overburdened with trivial references of small mergers in niche markets. If you look at the references the Commission has dealt with, the reasons for the increase are obvious, he says. There has also been an increase in merger activity both in the UK and across the Continent - an inevitable consequence of the Single Market - and there is a much greater awareness of competition in general. You can see that even in relation to eastern Europe where there is a quest for greater openness and more competitive markets, he says.

He also rejects the suggestion that the MMC should only concern itself with large mergers in big markets leaving smaller mergers in niche markets to some other body.

It would become "an invidious judgement" as to what should qualify as a big or



Lipworth "being busy"

important merger and what should not. A small merger can have a major impact in a local market, he says.

In spite of the increased workload the average time taken by the Commission to complete reports on merger references has fallen from six months to three months, and to complete major monopoly investigations from two years to between nine months and a year.

The reduction in investigation time has been achieved by streamlining procedures and shortening the time scales by

which various stages of an investigation must be completed and by cutting out some of the more "ritualistic" steps in an investigation to avoid duplication of effort.

He is anxious to dispel any suggestions that these procedural changes have threatened the delicate balance between the need for speed and thoroughness in the Commission's work.

Speed is never so important that it is worth sacrificing quality and thoroughness for. Maintenance of the quality and thoroughness of what the MMC does is absolutely paramount, he says. If the investigation can't be completed properly within the set time scale then the Commission applies for an extension. It requires the co-operation of all the parties involved but in general if an investigation can be completed within a shorter timescale businesses much prefer it.

The increasing workload may require extra resources, he admits. At the moment the Commission has about 30 part-time members - a mixture of economists, businessmen, trade unionists, lawyers and accountants.

There is provision for their number to rise to 50, and Mr

Lipworth would like to see the number of members rise to 40 as soon as possible. But because of the part-time nature of the job, it is not always easy to get people of the right quality.

He would like to see more people with scientific and industrial experience on the Commission. The Commission also tends to get people who are reaching the end of their careers or who have just retired and he would like to have more people on the Commission who are still active.

But in general Mr Lipworth is a staunch defender of the MMC's "part-time approach" to competition, particularly when contrasted with the German and American way of doing things. The big advantage of the UK system is that you do get two things: a speedy and final result and you get a very fair crack of the whip, a detailed investigation in a dispassionate way, he says.

"I'm a great believer in separation of powers. I think that the Bundeskartellamt is an extremely effective institution, I have the highest regard for it, and they're extremely good at deciding matters that are not very contentious. But I find it very difficult to see how the

officials who have given unofficial guidance, who've negotiated with the parties, who've listened to their points of view, can later adjudicate in a dispute when they then have to decide the very facts on which they first gave some informal guidance".

"I think our system, taking it away out of the arena at that point and giving it to a body to look into in depth is a good system. So I like the idea of what is basically an economic arbitration. I think it has a lot going for it."

Competition is a complex subject, he says. But at the end of the day who is the expert on competition? You can have economists who know a lot about it and businessmen and lawyers who think they know a lot about it, he says.

"I don't know that it's the preserve of any one specialty and after all, when it comes to appeals against decisions of the Bundeskartellamt, or the European Commission, they are resolved by the courts. In America competition issues are also finally resolved by the courts."

"I think competition is very dynamic. I think it's one that requires analysis, and one that requires a bit of education."

## Government working party set up to study shipping industry

By Richard Tomkins, Transport Correspondent

BRITAIN'S beleaguered shipping industry was given a shot in the arm yesterday with news that the Government has agreed to set up a working party to study its troubles.

The Department of Transport will work with the General Council of British Shipping, the trade association for the British industry, in a joint study to be completed by September 14.

The decision to set up the working party comes at the end of a period of ferocious lobbying by the UK's much-shrunken shipping industry for a sympathetic hearing from the Government.

Some observers drew significance from the fact that yesterday's announcement coincided with the election of Sir Jeffrey Sterling, chairman of the Peninsular & Oriental Steam Navigation Company, to the presidency of the GCBS. Sir Jeffrey moves in senior Government circles and is widely regarded as having Mrs Thatcher's ear.

He is to co-chair the working party with Mr Cecil Parkinson, the Transport Secretary. Other members will be drawn from the Whitehall and the GCBS. The troubles of the British shipping industry stem from 10 years of decline triggered by the recession in world shipping. Britain's merchant fleet shrank from 1,143 ships at the beginning of the decade to 581 at the end of it though tonnage declined slightly less sharply.

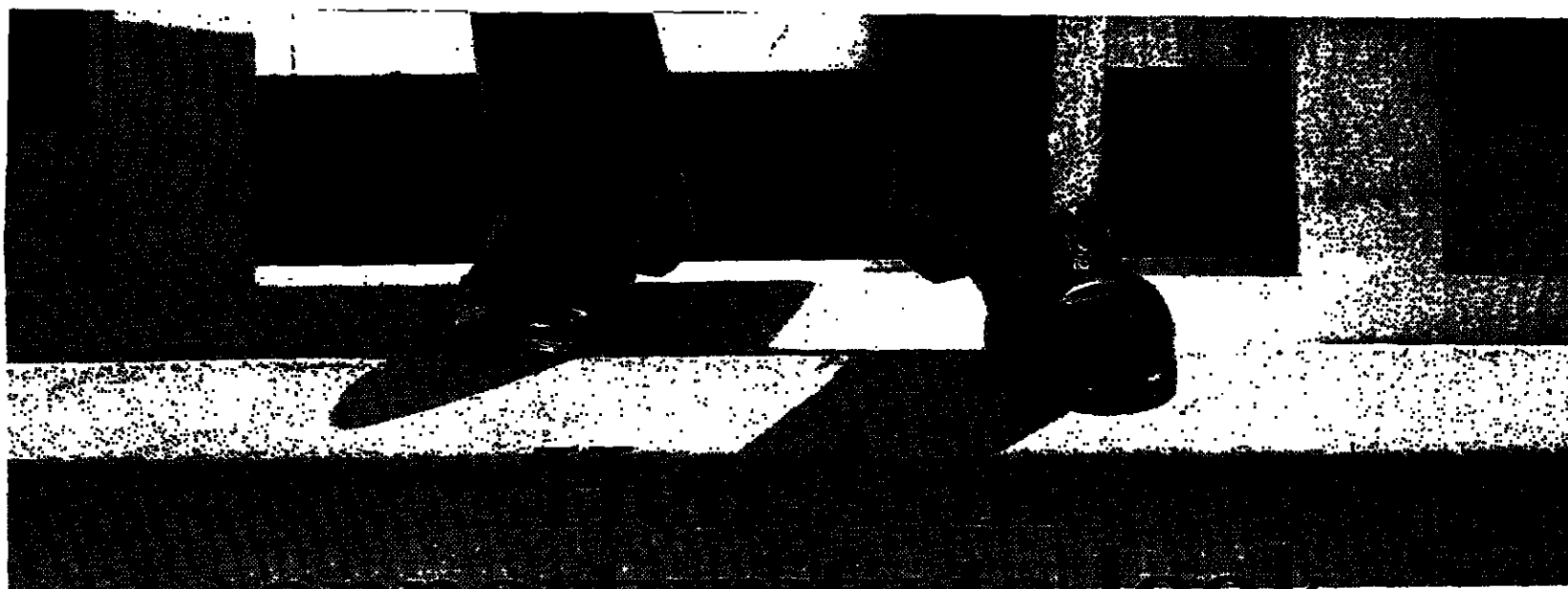
Recent signs of an upturn in world shipping have left Britain keen to revive its merchant fleet, but soaring prices for new and second-hand vessels have almost obliterated

the benefits of rising freight rates.

Britain's shippers are therefore pressing for tax breaks to put them on a par with those of other countries such as Norway, Denmark and West Germany.

They say shipping is Britain's third largest contributor to the UK balance of payments after insurance and tourism, earning a net £1.3bn in 1988. Related City activities such as marine insurance, ship-broking, marine equipment, salvage and law contribute another £1bn.

They argue that the cost to the Exchequer of a modest range of tax breaks to revive British shipping would be more than outweighed by the increased tax take from a buoyant industry.



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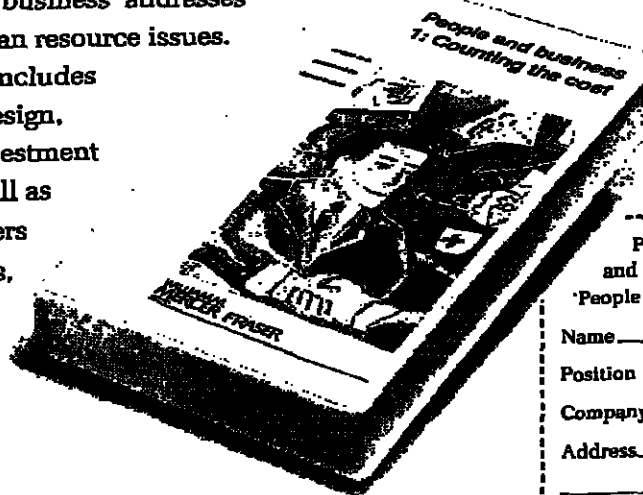
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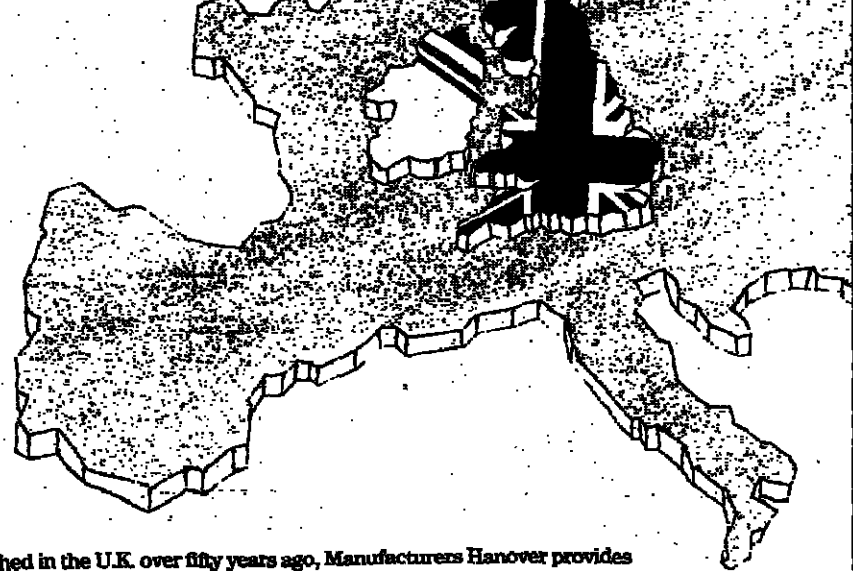
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## FT LAW REPORTS

## European Court rules equal pay means equal pensions

BARBER v GUARDIAN  
ROYAL EXCHANGE  
ASSURANCE GROUP  
European Court of Justice:  
May 17 1990

A COMPULSORILY redundant man is entitled under EC law to the same "pay" in the form of benefits, including pension rights under a contracted-out scheme, as a woman of the same age who is made redundant in the same circumstances. And in order to avoid upsetting retroactively the financial balance of many contracted-out schemes, the law only has direct effect in respect of pension entitlements arising after May 17 1990, unless claimed in legal proceedings initiated before that date.

The European Court of Justice so ruled when answering questions referred to it by the Court of Appeal in proceedings by Mrs Pamela Barber on behalf of the estate of her deceased husband, Mr Douglas Harvey Barber, against the Guardian Royal Exchange Assurance Group.

ARTICLE 119 of the European Economic Community Treaty provides: "Each member state shall ensure and subsequently maintain the application of the principle that men and women should receive equal pay for equal work."

For the purposes of this article "pay" means the ordinary

nary... wage or salary and any other consideration, whether in cash or kind, which the worker receives directly or indirectly, in respect of his employment...

Article 3 of Council Directive 75/117/EEC on equal pay provides: "Member states shall take the necessary measures to ensure that the provisions appearing in... contracts of employment which are contrary to the principle of equal pay shall be... null and void..."

THE European Court of Justice said that Mr Barber was a member of a pension fund established by the Guardian under a non-contributory scheme wholly financed by the employer. It was a "contracted out" scheme approved under the Social Security Pensions Act 1975, involving the contractual waiver of the earnings-related state pension scheme.

Under the Guardian scheme the normal pensionable age in Mr Barber's category of employee was 62 for men and 57 for women. The difference was equivalent to that under the state scheme.

The Guardian Guide to Severance Terms, which formed part of Mr Barber's contract of employment, provided that in the event of redundancy, members were entitled to an immediate pension subject to having attained 55 for men or 50 for women. Staff who did not fulfil those conditions received cash

benefits calculated on the basis of years of service, and a deferred pension.

Mr Barber was made redundant on December 31 1989, when he was 52. The Guardian paid him the cash benefits provided for in the Severance Terms, statutory redundancy pay, and an ex gratia payment. He would have been entitled to a retirement pension as from his 62nd birthday.

It was not disputed that a woman in the same position as Mr Barber would have received an immediate retirement pension as well as the statutory redundancy pay, and that the total value of her benefits would have been greater than the amount paid to him.

Taking the view that he was a victim of unlawful discrimination based on sex, Mr Barber instituted proceedings in the industrial tribunal. His claim was dismissed at first and second instance. He appealed.

The Court of Appeal decided to stay proceedings and to refer questions to the Court of Justice for a preliminary ruling. Mr Barber died while the proceedings were in progress.

The first question was: when a group of employees was made compulsorily redundant and received benefits in connection with that redundancy, were all those benefits "pay" within the meaning of article 119 of the EC Treaty and the equal pay directive?

The Court had consistently held that the equal pay direc-

tive, which was designed to facilitate application of the equal pay principle in article 119, in no way altered the content or scope of that principle as there defined.

The fact that certain benefits were paid after termination of the employment relationship did not prevent them from being in the nature of pay within the meaning of article 119.

Compensation in connection with redundancy constituted a form of pay in respect of employment and fell within the concept of pay within article 119. It could not cease to constitute a form of pay on the sole ground that it was statutory or ex gratia.

The answer to the first question must be that benefits paid by an employer to a worker in connection with compulsory redundancy fell within article 119, whether paid under a contract of employment, by virtue of legislative provisions, or on a voluntary basis.

The second question was: was it material that one of the benefits in question was a pension under a private occupational scheme operated by the employer?

Such schemes were the result of agreement between workers and employers, or unilateral decision by the employer. They were wholly financed by employer and workers without contribution by public authorities. Accordingly, they formed part of the

consideration offered to workers by the employer.

The answer to the second question must therefore be that a pension paid under a contracted-out private occupational scheme fell within article 119.

The third question was: was the principle of equal pay infringed if (a) a man and woman of the same age were made compulsorily redundant, and the woman received an immediate private pension but the man received only a deferred private pension; or (b) the total value of benefits received by the woman was greater than the total value received by the man?

The fifth question was: was it material to question three that the reason the woman qualified for immediate pension, was that she was treated as retired because she was redundant within seven years of her normal pension date?

Article 119 prohibited any discrimination with regard to pay as between men and women, whatever the system which gave rise to such inequality. It was contrary to article 119 to impose differing age conditions even if based on the national statutory scheme.

The answer to the third and fifth questions must be that it was contrary to article 119 for a man made compulsorily redundant to be entitled only to deferred pension when a woman in the same position was entitled to immediate pen-

sion as a result of the application of an age condition that varied according to sex in the same way as under the national statutory pension scheme. Application of the equal pay principle must be ensured in respect of each element of remuneration, not only on the basis of comprehensive assessment of consideration paid to workers.

The fourth question was whether article 119 and the equal pay directive had direct effect.

According to established case law, article 119 applied directly to all forms of discrimination which might be identified solely by the criteria of equal work and equal pay, without national or Community measures being required to define them with greater precision.

The answer to the fourth question must be that article 119 might be relied on before national courts, and it was for those courts to safeguard the rights it conferred on individuals.

COUNCIL Directive 79/1/EEC on equal treatment of men and women in social security matters authorised member states to defer the compulsory implementation of the equal treatment principle with regard to determination of pensionable age. That exception had been incorporated in Directive 86/378/EEC on equal treatment in occupational social security

schemes, which might apply to contracted-out schemes.

In the light of those provisions member states and the parties were reasonably entitled to have considered that article 119 did not apply to pensions under contracted-out schemes, and that derogations from the equality principle were still permitted in that sphere.

In those circumstances overriding considerations of legal certainty precluded legal situations that might upset retroactively the financial balance of many contracted-out pension schemes. It was appropriate to provide for an exception in favour of individuals who had taken action in good time to safeguard their rights.

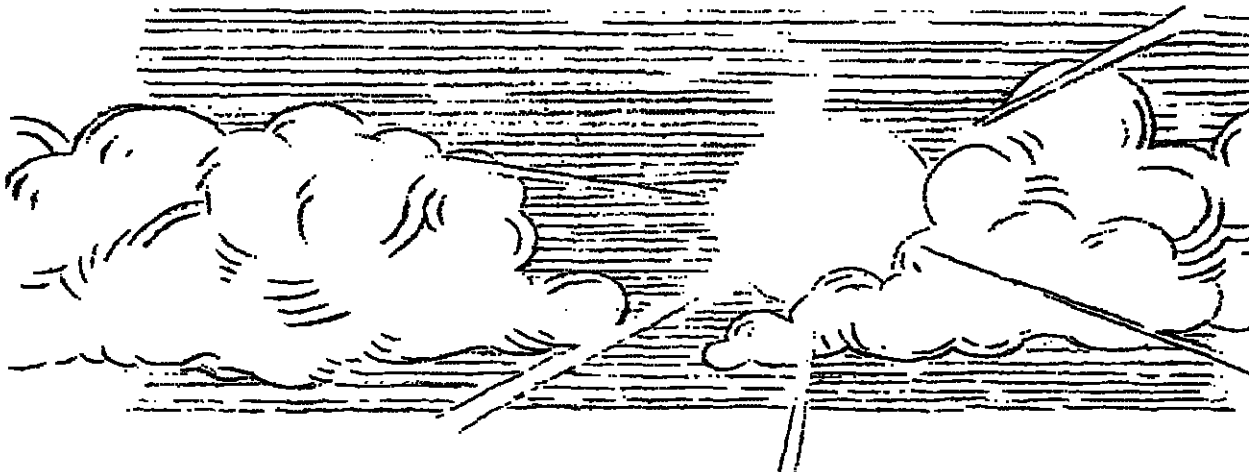
Accordingly, the direct effect of article 119 might not be relied on in order to claim entitlement to a pension with effect from a date prior to date of the present judgment, except in the case of those who had, before that date, initiated legal proceedings or raised an equivalent claim under the applicable national law.

For Mr Barber: Christopher Carr QC (Irish Mitchell) For the Guardian: David Vaughan QC and Timothy Worthington-Jones QC For the UK: Peter Goldsmith QC (Treasury Solicitor)

For the Commission: Karen Banks and Julian Curran (Commission legal department)

Rachel Davies Barrister

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## TO THE SHAREHOLDERS OF HAFNIA HOLDING LTD



Shareholders are hereby invited to the ordinary general meeting of Hafnia Holding Ltd at the Falkoner Center, Falkoner Allé 9, Copenhagen on Thursday the 7th June 1990 at 4.00 p.m.

### Agenda:

- Submission by the Board of Directors of annual accounts, comprising profit and loss account and balance sheet of the Company with notes, and annual report and auditors' certificate with proposal for adoption of profit and loss account and balance sheet and discharge of Board of Directors and Management from their obligations.
- The Board of Directors' proposal for distribution of the profit for the past year, including fixing of dividend.
- The Board of Directors' proposal for authorisation of the Directors to let the Company acquire own shares of up to 10% of the share capital.
- The Board of Directors' proposals for modification of the Articles of Association. The essential contents are as follows:

The Board of Directors shall be authorised, when special circumstances make this advisable, to grant permission (for a limited period of time) to companies or businesses with which the Company co-operates: to own up to 6.25% of the Company's A-share capital.

The authorisation of the Board of Directors to increase the share capital, issue warrants and receive deposits of subordinated loan capital shall be prolonged to June 7th, 1995.

The minimum notice for calling a general meeting shall be altered from 14 days to 8 days.

- The Board of Directors' proposal to increase the Company's share capital by the issue of up to 30,000 B-shares. The capital increase will be offered to the employees of the Company and its wholly owned Danish and foreign subsidiaries at the price of 105 against payment in cash on terms laid down by the Board of Directors and, as regards Danish employees, approved by the Danish Ministry of Taxation. The capital increase will be offered to the employees without the existing shareholders of the Company having any preferential right of subscription. Company's contingency fund of DKK 162,725,000 to the Company's free reserves (extra reserve fund).

- Election of members for the Board of Directors.
- Appointment of two state-authorized public accountants to audit the accounts for the current year.

- Other business.

According to article 21 of the Articles of Association, adoption of the proposals made under items a and e of the agenda requires that at least one half of the possible votes shall be represented at the general meeting and that the resolution is passed by at least two thirds of both the votes cast and the share capital entitled to vote which is represented at the general meeting. If the required number of possible votes is not represented at the general meeting, but if otherwise the resolution moved has been passed by the stated majority, the resolution can be passed at an extraordinary general meeting convened within fourteen days after holding the first general meeting irrespective of the size of the share capital represented at this general meeting, provided that the resolution is passed by the stated majority.

The agenda and complete resolutions to be proposed at the general meeting, and annual and consolidated accounts for 1989 with annual report and auditors' certificate, will be open for inspection by shareholders at the Company's office, Holmens Kanal 9, Copenhagen K, during the last eight days before the general meeting and will also be sent to all shareholders entered in the Company's register of shareholders.

Admission cards to the general meeting are available against due proof of identity, as provided in the Articles of Association, at the Shareholders' Secretariat of the Company at Holmens Kanal 9, 1010 Copenhagen K, on any weekday except Saturday from 14th May to 2nd June 1990, both days inclusive, from 10.00 a.m. to 3.00 p.m. The Secretariat will also be open Saturday the 2nd June 1990 from 8.00 a.m. to 12.00 p.m.

Shareholders who have acquired their shares by transfer are entitled to vote at the general meeting and to receive a voting paper only if they are entitled to attend the meeting pursuant to the above provisions and have either been entered in the Company's register of shareholders or have reported and substantiated their acquisition of shares in the Company not later than three months before the general meeting.

Dividend for 1989 will be paid according to registration of shares with the Danish Securities Centre.

Copenhagen, the 10th May 1990

The Board of Directors of HAFNIA HOLDING LTD.

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## THE PROPERTY MARKET

## Sheltered from a cold climate

By Paul Cheeseright

Land Securities is a barometer of the property sector, yet it operates in a different climate from most of its smaller corporate brethren.

Its results are widely seen as a indication of how the sector is managing, but its approach is not typical.

Certainly, had it, last Wednesday, produced results which showed a sharp fall in net asset value and a reduction in pre-tax profits, then the depressed property share market would probably have shrivelled in despair.

In fact, there was a tiny increase in the net asset value at March 1990 to 879p from 855p the year before; there was a healthy rise in rental income and interest received; and the pre-tax profits for the year to last March came out at £175.1m against £149.2p the year before.

But the sheer size of the group, with its £5.6bn portfolio, ensures that, short of national economic catastrophe, it will trundle on plenty of cash in hand, a string of long-term borrowings at fixed rates of interest amply covered by its rental income, no nasties off the balance sheet. It has income regardless of how the net asset value figure moves.

So it is not a good guide to the health of the sector in bad times, although, in the good times, its figures will move up in line with the rest of the sector.

It becomes much stronger during the years of surging values, so that

when the market turns down, a 10 or 20 per cent fall in asset value is unpleasant but not fundamental to the even tempo of its existence.

As it is, Mr Peter Hunt, the chairman, was quick to point out that over the past four years the net assets of the group have risen 109 per cent.

Further, it is not groups such as Land Securities which are in difficulties. The problems of high interest rates, widening yields and, in some areas, a slackening of tenant demand hurt the property developers which have to sell completed buildings to survive. Land Securities develops buildings to put them in its investment portfolio.

It is doing, in fact, what many of the developers would like to be able to do. Many of them, after all, seek to retain some of the buildings they develop in order to create an asset base.

Once the assets have been accumulated, the existence of the portfolio provides its own opportunities for further growth. Size begets greater size.

These opportunities come in the form of redevelopment possibilities or just simple improvement to buildings to increase their facilities and hence the rents they command.

But most property development companies are simply not in this league.

Indeed, Mr Hunt noted that Land Securities "spends a lot of time improving buildings each year it buys in a lot of leases and that has

the effect of jacking up values before they would otherwise go up."

This was one factor he adduced to demonstrate that the group was special in the sector.

Another was "the constant quality of good locations." This was a reference to the sustained policy of buying in central city areas for offices and shops; no dalliance with London Docklands for Land Securities.

The buildings which are difficult to lease or sell tend not to be in city centres, but on the fringes. It is to the fringes that smaller companies in the sector are often pushed.

They do not have the financial muscle to buy inside and, the established landowners such as Land Securities are there already.

In short, Land Securities has an inner momentum which only an established portfolio can provide. It is thus able to take a longer view than any other company in the sector except the larger investment companies.

Few in the City believe that Land Securities will see any rise in its asset value during the current year to next March.

Mr Hunt will not comment on that one way or the other but he does argue that "apart from yields, the sense is an upward movement in our portfolio."

He does not have to worry too much about yields because he does not have to sell - that is the problem of the ailing developer.

"Our pre-tax profits are derived

solely from property and investment income and there is no element of gain made on sales of properties in those profits," he said.

Nor does Mr Hunt see 1990 as being a year of spectacular rental growth. But what he does see is a return of confidence in the market, a confidence which has drained away with increasing speed since last autumn.

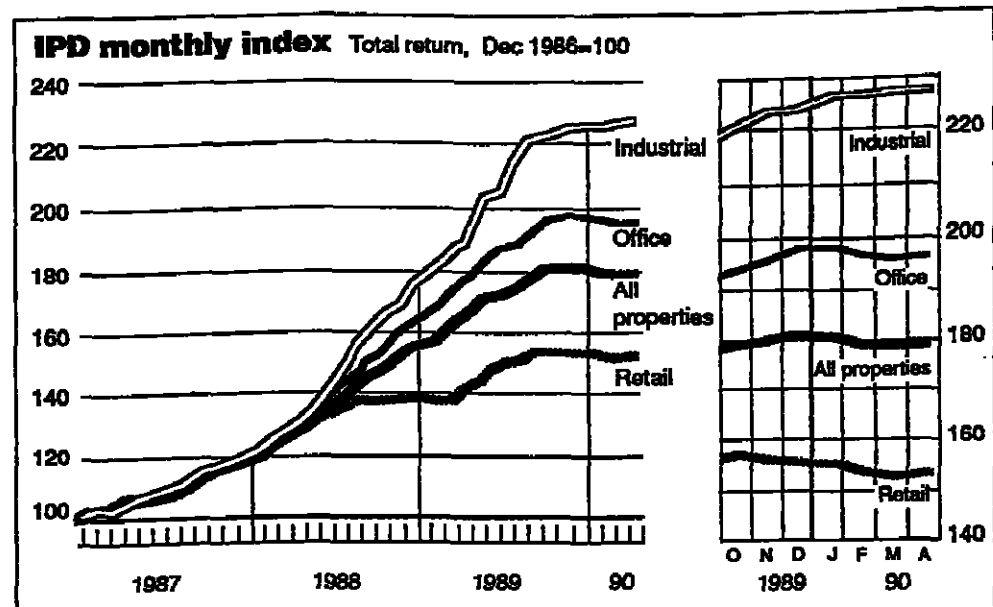
The picture he draws is of some relief on interest rates at the end of this year, inflation in 1991 coming down to between 5 and 6 per cent, the UK joining the Exchange Rate Mechanism of the European Monetary System sometime in the next year and - this appeared a personal preference - a better political showing by the Conservative Government.

If he is right, then the property market should start strengthening towards the middle of next year.

A year in the life of Land Securities may be a short period, but it is looking very long for some of the more vulnerable developers.

There is a gathering of opinion among analysts that the most difficult period for the highly geared will come in the last months of this year, another two quarter days further on.

By then, it is believed, the high interest charges will have taken their toll of developers trying to sell in a sluggish investment market and the bankers will find their patience running out.



## Returns continue to sag

TOTAL returns in the property market remain very low but have marginally improved since a low point in February.

In April, according to the Investment Property Databank monthly index, they were a meagre 0.3 per cent, against a still more meagre 0.1 per cent in March and minus 0.5 per cent in February.

But seen on a yearly basis, the returns have continued to sag. In the year to last April they were 9.6 per cent, compared with 28.1 per cent in the year to April 1989.

On an annual basis capital growth for all properties has fallen to 4.1 per cent, although rental

growth was 14.3 per cent. This points up the contrast between the relative health of the leasing market and the sluggishness of an investment market deprived of any great institutional interest.

Last month, the IPD noted, retail property was the only sector to produce any capital growth, the first time it has shown any for six months. But the growth took place only in London where the total return was 3.7 per cent against nothing at all in the south-east of England and minus 0.3 per cent in the rest of the UK.

Office returns for April were slightly lower than in March and

capital values declined 0.3 per cent. Rental growth and total returns in the sector have been lowest in London and highest outside the south-east.

Although total returns in industrial were fractionally higher than in March, the sector has lost its position, held for a year, as the best performing part of the property market.

Rental growth has subsided sharply, presumably as a result of the economic slowdown. During the last quarter the total return was highest in London.

Paul Cheeseright

This announcement appears as a matter of record only.

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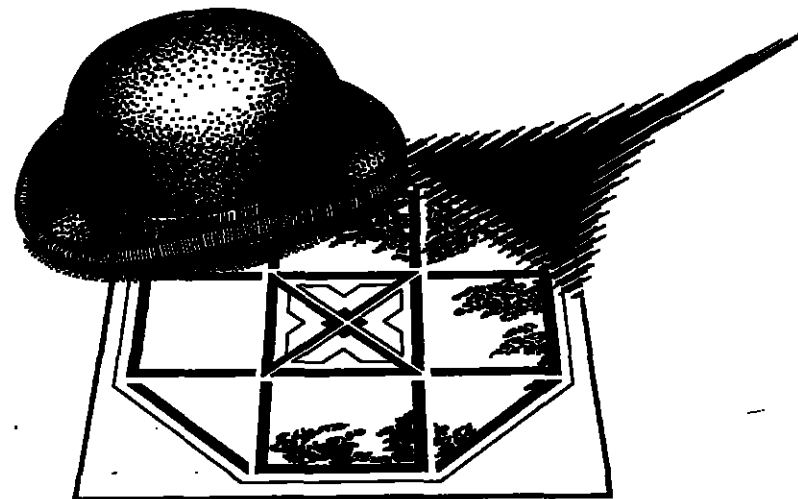
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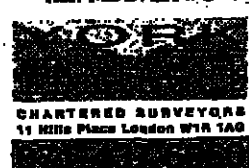
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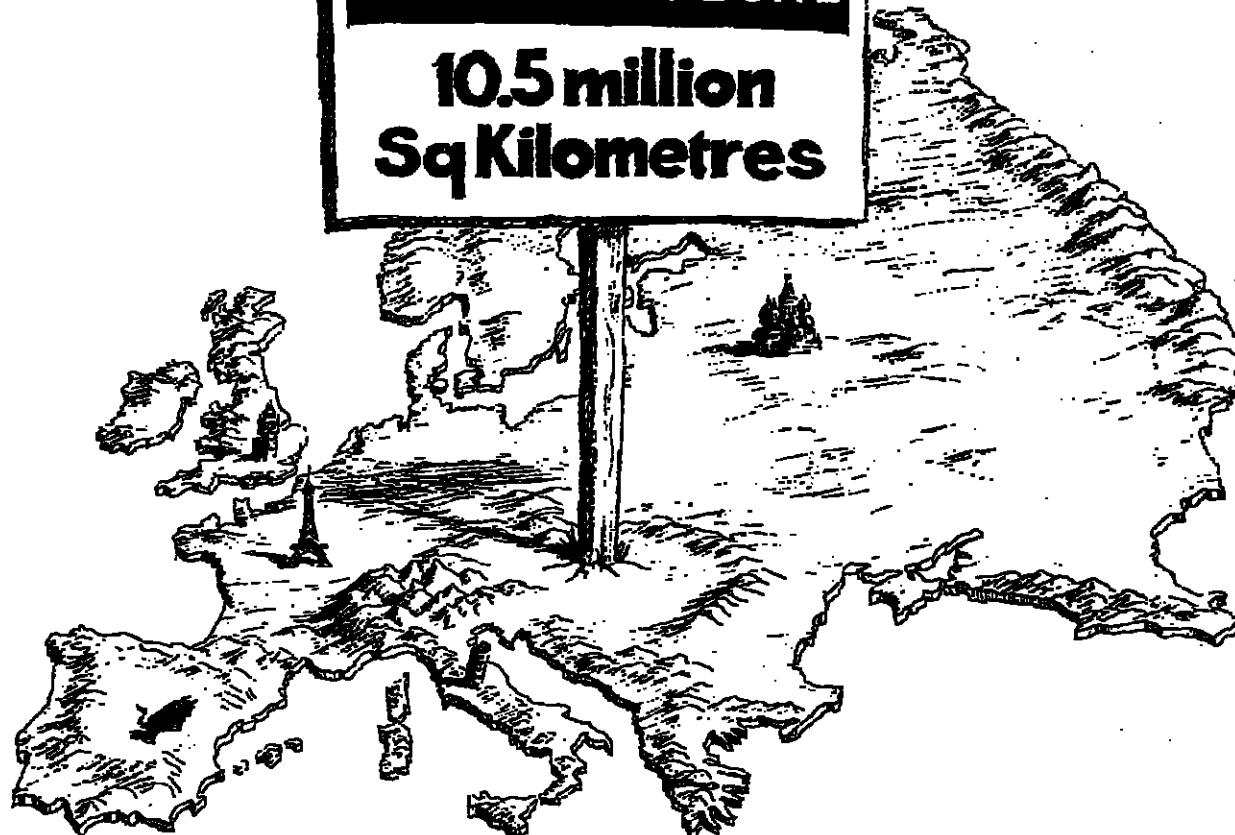
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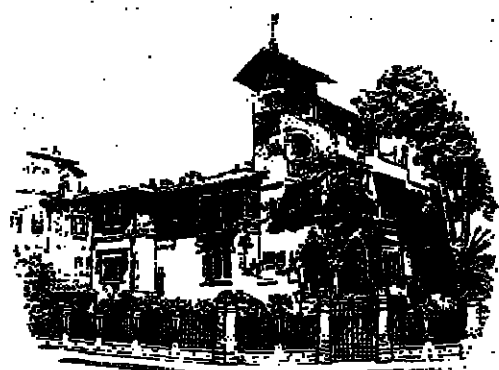
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The above complex includes three magnificent adjoining villas built around 1920 by Gino Coppede in a variety of styles, from Medieval to Art Deco, that characterize this architect's work.

The complex is located on a plot of land measuring 1800 sq. m. The three villas contain approximately 1800 sq. m. of living space and approximately 580 sq. m. of ancillary service and appurtenance space (basement, store rooms, porches, terraces and balconies); there are also two garages of about 85 sq. m. in size.

Surrounding the villas are 1084 sq. m. of lush gardens dotted with statuary and grottoes and illuminated at nightfall. There are three vehicle entrances and parking space for 20 cars.

The external walls and the rooms of the villas are beautifully decorated with frescoes and mosaics; their condition is excellent following recent restoration under the direction of the Italian Fine Arts Commission.

The property has a data processing center, video-intercom, telephone switchboard, alarm and most areas are air conditioned.

Presently the property is used as office premises and, in this respect, an application for the change of its use was filed pursuant to Law No. 47/1985.

The above-mentioned real estate property is subject to the provisions of Law No. 1089 of 1939 because of its great historical and artistic value, and therefore:

- the sale of same is subject to a pre-emptive right in favor of the Ministry of Cultural and Environmental Properties;
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For further information and/or arranging for a visit of the real estate complex, please contact Mr. Giovanni Pauselli, Piazza Mincio No. 3 - 00198 Rome, Phone No. 06-421901; Fax No. 06-862704.

All those who might be interested in the purchase of the real estate complex described above may submit their written offer, which should be sent by registered mail, return receipt requested, (on the envelope please indicate ref. VDE/RM) by June 30, 1990 to CITITRUST S.p.A., Istituto Fiduciario, Foro Buonaparte No. 16 - 20121 MILANO (a subsidiary of CITICORP) and shall contain the name of the offeror, the purchase price offered for the property and the terms of payment of the same, enclose proof of the remittance of a good-faith payment in the amount of Lit. 200,000,000 (two hundred million lire) to be made by bank transfer in favor of CITITRUST S.p.A. Istituto Fiduciario, Account No. 0/150003/016 with CITIBANK N.A., Foro Buonaparte No. 16, 20121 Milan. Offers submitted without a good-faith payment are automatically rejected. Said good-faith payment is not required in the event that the offeror is either an Italian or foreign public agency.

CITITRUST will issue a receipt for the said payment together with a written obligation to return same by July 31, 1990, plus the interest (at the annual gross rate of 7.5%) accrued thereon from the date of transfer, to the offerors whose offer was not accepted.

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071-873 3574

or write to her at:

Number One  
Southwark Bridge  
London  
SE1 9HL

FINANCIAL TIMES  
EUROPE'S BUSINESS NEWSPAPER

## PUBLIC NOTICE

## Scottish Power plc

TAKE NOTICE that Scottish Power plc has applied for an extension to a  
private Electricity Supply Licence in the following terms:

1. Full name of the applicant: SCOTTISH POWER plc
2. Address of applicant(s) or, in the case of a body corporate, the registered  
or principal office:  
Cathcart House,  
Spean Street,  
GLASGOW,  
G4 4BE
3. Where the applicant is a company, the full names of the current Directors and  
the company's registered number:  
Donald John Miller  
Ian MacLennan Hamilton Pearson  
Anthony Frederick Pezron  
Duncan Whyte  
Michael Andrew Smith  
Ian Hamish Macdonald  
Nicholas Christopher Duncly Kucanaberg  
Colin Hyndman Black  
Charles Murray Stuart  
Registered No. 117120

4. Where a holding of 20 per cent or more of the shares (see note 1) of an  
applicant is held by a body corporate or partnership or an unincorporated  
association carrying on a trade or business with or without a view to profit the  
name(s) and address(es) of the holder(s) of such shares shall be provided:  
Not applicable

5. Desired date from which the licence is to take effect:  
1 JUNE 1990

6. A sufficient description adequately specifying (see note 2) the nature and  
situation of the premises intended to be supplied, separately identifying premises  
within the power bands specified in and to the extent provided by paragraph 7  
below:

Power Band	Number of premises	Aggregate maximum demand	Energy(Gwh) to be supplied
(A) Not exceeding 0.1 MW	NONE		
(B) Exceeding 0.1 MW but not exceeding 1.0 MW	NONE		

7. (a) Subject to sub-paragraph (b) indicate the total number of premises intended  
to be supplied in each power band as shown in the table below, together with the  
aggregate energy forecast to be supplied and the aggregate estimated maximum  
demand (see note 3) for each power band.

- (b) If the date in paragraph 5 above is on or after 1 April 1994 then only Power  
Band A shall be completed and if the said date is on or after 1 April 1998 then this  
paragraph shall cease to have effect.

Power Band	Number of premises	Aggregate maximum demand	Energy(Gwh) to be supplied
(A) Not exceeding 0.1 MW	NONE		
(B) Exceeding 0.1 MW but not exceeding 1.0 MW	NONE		

8. A description of the system of electric lines and electrical plant by means of  
which the applicant intends to supply electricity, indicating which plant and lines  
are to be constructed and which are existing plant and lines, and further  
identifying any parts of that system which will not be owned by or otherwise in  
the possession or control of the applicant:

Lines owned by:	
The National Grid Company plc	
Eastern Electricity plc	
East Midlands Electricity plc	
London Electricity plc	
Manweb plc	
Midlands Electricity plc	
Northern Electric plc	
NORWEB plc	
SEBOARD plc	
Southern Electricity plc	
South Wales Electricity plc	
South Western Electricity plc	
Yorkshire Electricity Group plc	
Scottish Power plc	
Scottish Hydro-Electric plc	

9. A statement of the extent (if any) to which the applicant considers for powers  
under Schedule 3 (compulsory acquisition of land) and under Schedule 4  
(other powers etc.) to the Act to be given through the licence for which he is  
applying:

As laid down in Conditions 10 and 11 of the Private Electricity Supply Licence  
granted by the Secretary of State for Scotland to Scottish Power plc on 28 March  
1990.

10. Details of any licence held, applied for or being applied for by the applicant in  
respect of the generation, transmission or supply of electricity:

Generation, Transmission and Public  
Electricity Supply Licence,  
Private Electricity Supply Licence

Copies of the maps accompanying this application are available for inspection at  
the Office of Electricity Regulation in each supply area in which this application  
relates.

D.A.S. MacLennan, Company Secretary of Scottish Power plc,  
Cathcart House, Spean Street, Glasgow G4 4BE.

## Ofel

### NEW COMMUNICATIONS FOR LOCAL COMMUNICATIONS

Notice published by the Director General of Telecom-  
munications under condition 4.4 of the General Licence  
for the Running of British Telecommunications Systems  
("The BSRL") granted by the Secretary of State for Trade  
and Industry under section 7 of the Telecom-  
munications Act 1984.

Specification of persons other than Public Telecom-  
munications Companies who may make connection to  
the public network.

- 1 The Director General of Telecommunications ("The  
Director") hereby gives notice that he intends, under  
condition 6.3(c) of the BSRL, to specify persons who have  
been registered by the British Standards Institution ("BSI")  
against the Quality Assessment Scheme (QAS702577)  
to BS 5750 Part 2 relating to installation, Commissioning  
and Connection of Call Routing Apparatus ("the QAS"), as  
belonging to a class of persons who may make the first  
connection to the public network in accordance with the  
terms of their BSI registration.

- 2 The Director will keep a list of those registered by BSI  
against the QAS, and will make the said list available for  
inspection by the general public.

- 3 The purpose of this specification is to liberalise the  
connection arrangements for call routing apparatus to the  
public network.

## ART GALLERIES

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## LEGAL NOTICES

## THE COLNE VALLEY WATER

## COMPANY

NOTICE IS HEREBY GIVEN that the Transfer  
Deeds of Debenture Stocks will be closed for  
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proportion of interest Warrants payable on  
1st July, 1990.

Dated this 25th day of May, 1990.

J.A. FENWELL  
Secretary

Blackwell House  
Aldersham Road  
Widnes, Cheshire  
W9 2JY

## FT LAW REPORTS

## Equal pay means equal pensions

BARBER v GUARDIAN  
ROYAL EXCHANGE  
ASSURANCE GROUP  
European Court of Justice:  
May 17 1990

A COMPULSORILY redundant man is entitled under EC law to the same "pay" in the form of benefits, including pension rights under a contracted-out scheme, as a woman of the same age who is made redundant in the same circumstances. And in order to avoid upsetting retroactively the financial balance of many contracted-out schemes, the law only has direct effect in respect of pension entitlements arising after May 17 1990, unless claimed in legal proceedings initiated before that date.

The European Court of Justice so ruled when answering questions referred to it by the Court of Appeal in proceedings by Mrs Pamela Barber on behalf of the estate of her deceased husband, Mr Douglas Harvey Barber, against the Guardian Royal Exchange Assurance Group.

ARTICLE 119 of the European Economic Community Treaty provides: "Each member state shall... ensure and subsequently maintain the application of the principle that men and women should receive equal pay for equal work."

For the purposes of this article "pay" means the ordinary... wage or salary and any other consideration, whether in cash or kind, which the worker receives directly or indirectly, in respect of his employment.

Article 3 of Council Directive 75/117/EEC on equal pay provides: "Member states shall take the necessary measures to ensure that the provisions appearing in... contracts of employment which are contrary to the principle of equal pay shall be... null and void..."

THE European Court of Justice said that Mr Barber was a member of a pension fund established by the Guardian under a non-contributory scheme wholly financed by the employer. It was a "contracted out" scheme approved under the Social Security Pensions Act 1975, involving the contractual waiver of the earnings-related pension scheme.

Under the Guardian scheme the normal pensionable age in Mr Barber's category of employee was 62 for men and 57 for women. The difference was equivalent to that under the state scheme.

The Guardian Guide to Severance Terms, which formed part of Mr Barber's contract of employment, provided that in the event of redundancy, members were entitled to an immediate pension subject to having attained 55 for men or 50 for women. Staff who did not fulfil those conditions received cash benefits calculated on the basis of years of service, and a deferred pension.

Mr Barber was made redundant on December 31 1989, when he was 52. The Guardian paid him the cash benefits provided for in the Severance Terms, statutory redundancy pay, and an *ex gratia* payment. He would have been entitled to a retirement pension as from his 62nd birthday.

It was not disputed that a woman in the same position as Mr Barber would have received an immediate retirement pension as well as the statutory redundancy pay, and that the total value of her benefits would have been greater than the amount paid to him.

Taking the view that he was a victim of unlawful discrimination based on sex, Mr Barber instituted proceedings in the industrial tribunal. His claim was dismissed at first and second instance. He appealed.

The Court of Appeal decided to stay proceedings and to refer questions to the Court of Justice for a preliminary ruling. Mr Barber died while the proceedings were in progress.

The first question was: when a group of employees was made compulsorily redundant and received benefits in connection with that redundancy, were all those benefits "pay" within the meaning of article 119 of the EC Treaty and the equal pay directive?

The Court had consistently held that the equal pay directive, which was designed to facilitate application of the equal pay principle in article 119, in no way altered the content or scope of that principle as there defined.

The fact that certain benefits were paid after termination of the employment relationship did not prevent them from being in the nature of pay within the meaning of article 119.

Compensation in connection with redundancy constituted a form of pay in respect of employment and fell within article 119. It could not cease to constitute a form of pay on the sole ground that it was statutory or *ex gratia*.

The answer to the first question must be that benefits paid

by an employer to a worker in connection with compulsory redundancy fell within article 119, whether paid under a contract of employment, by virtue of legislative provisions, or on a voluntary basis.

The second question was: was it material that one of the benefits in question was a pension under a private occupational scheme operated by the employer?

Such schemes were the result of agreement between workers and employers, or unilateral decision by the employer. They were wholly financed by employer and workers without contribution by public authorities. Accordingly, they formed part of the consideration offered to workers by the employer.

The answer to the second question must therefore be that a pension paid under a contracted-out private occupational scheme fell within article 119.

The third question was: was the principle of equal pay infringed if (a) a man and woman of the same age were made compulsorily redundant, and the woman received an immediate private pension but the man received only a deferred private pension; or (b) the total value of benefits received by the woman was greater than the total value received by the man?

The fifth question was: was it material to question three that the reason the woman qualified for immediate pension, was that she was treated as retired because she was redundant within seven years of her normal pension date?

Article 119 prohibited any discrimination which amounted to pay as between men and women, whatever the system which gave rise to such inequality. It was contrary to article 119 to impose differing age conditions even if based on the national statutory scheme.

The answer to the third and fifth questions must be that it was contrary to article 119 for a man made compulsorily redundant to be entitled only to deferred pension when a woman in the same position was entitled to immediate pension as a result of the application of an age condition that varied according to sex in the same way as under the national statutory pension scheme. Application of the equal pay principle must be ensured in respect of each element of remuneration, not only on the basis of comprehensive assessment of consideration paid to workers.

The fourth question was whether article 119 and the equal pay directive had direct effect.

According to established case law, article 119 applied directly to all forms of discrimination which were identifiable solely by the criteria of equal work and equal pay, without national or Community measures being required to define them with greater precision.

The answer to the fourth question must be that article 119 might be relied on before national courts, and it was for those courts to safeguard the rights it conferred on individuals.

COUNCIL Directive 79/117/EEC on equal treatment of men and women in social security matters authorised member states to defer the compulsory implementation of the equal treatment principle with regard to determination of pensionable age. That exception had been incorporated in Directive 86/378/EEC on equal treatment in occupational social security schemes, which might apply to contracted-out schemes.

In the light of those provisions member states and the parties were reasonably entitled to have considered that article 119 did not apply to pensions under contracted-out schemes, and that derogations from the equality principle were still permitted in that sphere.

In those circumstances overriding considerations of legal certainty precluded legal situations that might upset retroactively the financial balance of many contracted-out pension schemes. It was appropriate to provide for an exception in favour of individuals who had taken action in good time to safeguard their rights.

Accordingly, the direct effect of article 119 might not be relied on in order to claim entitlement to a pension with effect from a date prior to date of the present judgment, except in the case of those who had, before that date, initiated legal proceedings or raised an equivalent claim under the applicable national law.

For Mr Barber: Christopher Carr QC (Irish Mitchell)

For the Guardian: David Vaughan QC and Timothy Worrall-Jones & Lewis

For the UK: Peter Goldsmith QC (Treasury Solicitor)

For the Commission: Karen Banks and Julian Curral (Commission legal department)

Rachel Davies

Barister

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Tel: 021-233 2101  
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For further information please contact the Joint Administrative Receiver: Peter Beirne

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- \* Commission income approx. £2m pa
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For further information contact the Joint Administrative Receivers: S. J. L. Adamson CA and M. E. Mills FCA, Ernst & Young, Rolls House, 7 Rolls Buildings, Fetter Lane, London EC4A 1NH. Tel: 071-928 2000 ext 1587. Telex: 888604. Fax: 071-405 2147.

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Principals only should apply in writing for further details to: A. G. Pearce, Joint Administrative Receiver, Ernst & Young, E.O. Box No. 1, 3 Colmore Row, Birmingham B3 2DB.

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Any other enquiries to the Joint Administrators, R. A. Collins FCA and W. J. Kelly FCA, Provincial House, 37 New Walk, Leicester LE1 6TU. Tel: 0533 549818. Fax: 0533 551357.

## Ernst & Young

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For further information please contact the Joint Administrators Robert Ellis or David Bird at the address below.

Blenheim House, Fitzalan Court, Newport Road, Cardiff CF2 1TS. Tel: 0222 481111. Fax: 0222 482615.

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Any other enquiries to the Joint Administrative Receiver, P R Copp FCA FCA or to G S Kinlan FIPA (Ref: CJ)

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FINANCIAL TIMES  
EUROPE'S BUSINESS NEWSPAPER



## MANAGEMENT

## Philips in crisis

## Pressure to reshape the mould

Structural changes will not in themselves stimulate the Dutch electronics and lighting group's renaissance, argues Guy de Jonquières. Corporate culture must also be transformed

In happier days Cor van der Klugt, outgoing president of Philips, used to liken his struggle for improved international competitiveness to bringing about "a change of religion" in the sprawling Dutch electronics and lighting manufacturer and its 300,000 employees worldwide.

That was before this year's disastrous first quarter results plunged the company into crisis, precipitating van der Klugt's early retirement and unleashing a desperate search for remedial actions to restore investors' shattered confidence. It is a measure of the task ahead that Philips has only just emerged from an extensive shake-up intended to sharpen its performance. In the past four years, van der Klugt has closed some 70 factories, shed many peripheral businesses and imposed the authority of central product divisions on the company's once largely autonomous national subsidiaries.

However, as many large companies have discovered, it is one thing to re-shape an organisation and quite another to get the people in it to behave differently. All the more so when, as in Philips' case, it means changing attitudes, practices and beliefs which have become second nature over a period of a century.

Rapid-fire restructuring may have complicated matters by confusing some managers, rather than motivating them to perform better. As van der Klugt put it in an interview two years ago: "You have a lot of well-drilled, regiments and all of a

sudden you say you want commandos. You can give them a different cap and uniform and they don't know what to do."

Ironically, Philips' corporate culture embraces many values and principles similar to those of the Japanese electronics companies which are its fiercest competitors. It has long prided itself on taking decisions by consensus and sticking to them over the long term. It is also renowned as a jobs-for-life employer, which provides generous welfare benefits to its staff.

But while these qualities have helped Japanese companies take world markets by storm, at Philips they have frequently been blamed for engendering complacency and feather-bedding. Critics, in the company as well as outside it, argue that the consequence has been to make it too inward-looking, risk-averse and bureaucratic.

Jan Timmer, who takes over as president in July, has already won praise for his efforts to break the mould. As head of consumer electronics, he split the monolithic division into separate units, increased the authority and accountability of line managers, and made them

immerse themselves much more closely in the day-to-day running of their businesses.

One of Timmer's priorities has been to give more emphasis to product design and marketing, which Philips has been widely accused of neglecting. In an attempt to catch up, it recently purchased 25 per cent of Bang & Olufsen, saying it wanted to tap the Danish consumer electronics manufacturer's design and marketing skills.

Philips has always been strong in research and development and has spawned a stream of innovations including videorecorders and compact disc players.

However, it took a long time to realise that consumer electronics markets were driven more by fashion than by technology, and that products which it had pioneered could be easily copied and improved upon by nimble Asian competitors. Adjustment was made harder by the long-standing segregation of Philips management into technical and commercial directorates. Though the two sides of the business have been brought together, technical functions have continued to command greater kudos - and to

attract better-qualified recruits - than commercial jobs.

Many critics argue, though, that the source of Philips' biggest handicap is to be found at its headquarters in the sleepy market town of Eindhoven. Remote from Europe's main business hubs, the town seems an improbable nerve-centre for a company which has operations in more than 80 countries and makes much of its global ambitions.

Eindhoven is not only geographically isolated. It is also dominated by Philips, much as renaissance princelings dominated city-states. Home to more than 30,000 of the company's staff - the only other large local employer is a DAF truck plant - its streets are lined with Philips office buildings and factories.

Even the main hotel is company property. One former executive argues that the headquarters bureaucracy has escaped drastic pruning because the axe would fall so close to home. "It would mean that top managers would have to drive through the town every day, passing people on the street whom they had made redundant," he says. "The only

solution would be to move the headquarters to somewhere like Amsterdam or Brussels."

This cosy environment has been blamed for giving top management an in-group and parochial perspective. All the more so because Philips' top brass is still composed overwhelmingly of Dutchmen who have spent their entire careers with the company.

"Many of them have worked abroad," says one frequent visitor to Eindhoven. "But a surprising number of those who have got to the top have spent their formative years in developing countries. The experience seems to have bred a rather colonial outlook."

Some of Philips' foreign managers say they turned down offers of promotion to headquarters because they feared they could never break into the tightly-knit "Eindhoven establishment", with its clique-ish rules and conventions. Significantly, Timmer is considered an outsider from the club.

Until now, external pressures on Philips to change its ways have been slight. Unlike West German companies, it has no powerful bank shareholder keeping tabs on its per-



Cor van der Klugt (left) and his successor, Jan Timmer, who is considered an outsider from the Eindhoven club

formance, and it is insulated against the threat of a hostile bid by a formidable barricade of takeover defences.

Hence, Jan Timmer's hopes of overhauling Philips, and of making it more responsive to the outside

world, are likely to depend heavily on how far he can impose his will on the company. "Timmer will succeed only if he can break through the Philips culture," says a former executive. "And the only way to do that may be to destroy it."

Mention the name Ocean to anyone who has been around in the City for a while and it elicits a slightly ruminative reaction.

Ocean, you will hear, used to be in shipping; it used to be the main competitor to the Peninsula and Oriental Steam Navigation Company; it used to be based in Liverpool; and it used to be called Ocean Transport and Trading.

Arguably the most significant "used to be" was the near 30 per cent shareholding in Ocean that Sir Ron Brierley, the New Zealand entrepreneur, used to have. He sold out last autumn, (having failed to win control with a takeover bid in mid-1986), ending what was probably the most difficult time the company - celebrating its 125th anniversary this year - has gone through in peacetime.

It was difficult not only because of the Damocles sword Sir Ron was holding but because it witnessed the most far-reaching change in direction the then Liverpool-based shipping company had under-



## Ocean welcomes quality on board

Simon Holberton reports on the 'new chapter' in the streamlined marine services company's life

made at the time of the Brierley bid. Last month Ocean reported a 22 per cent advance in pre-tax profits to \$47m and a 15 per cent rise in dividend.

For Barber, both events represent the closing of a chapter in the company's history. Over the past couple of months he has begun to embark on a new phase which, he hopes, will take the company to a position of leadership in its three chosen areas.

This process is one of cultural change to create a degree of homogeneity throughout a presently heterogeneous organisation. The most visible sign of this so far is the company's new corporate logo - a green round-edged square incorporating a stylised wave form and the company's new name, Ocean Group.

Deeper down, however, Barber hopes to make the idea of total quality the company's motive force. It will become,

he hopes, "the shared language that binds the group together into something homogeneous although the various markets are different." From being a "used to be" company, Ocean now wants to be an "is" company synonymous with quality.

The name change and the aim of total quality underlie what Ocean calls the "new chapter." The outline of the plot was first exposed to the company's 40 most senior executives at a two-day conference in February. It was followed up in April when Barber brought together the group's 200 senior managers, 50 of whom came from abroad, at a conference in Brighton.

An abstract of the proceedings of the Brighton meeting and a video were produced and translated into eight languages for dissemination throughout Ocean's worldwide operations.

But for a group as diverse as Ocean - three broad divisions encompassing nearly 20 operating companies - the change envisaged is having to be conducted in stages.

McGregor Cory, one of Ocean's main units operating contract distribution and specialised warehousing services, has been chosen as the first to embrace the idea of total quality management.

Results from a series of surveys conducted among employees and present, former and future customers has enabled Ocean to identify the competitive environment in which McGregor Cory operates and by so doing understand better its strengths and weaknesses. The study of its employees has shown that "we were not as good at listening to people as we thought we were," says Barber.

The fruits of this research will be presented to a quality

workshop for the group's management committee this month. Then, Barber hopes to finalise the direction of the total quality management initiative and agree an action plan.

Ocean is a purely service company and the delivery of service to the customer is something which was highlighted at the Brighton conference. It was pointed out that in both Japan and the US product and service quality is seen as the key to successful global competition.

Paul Gregory, Ocean's newly-appointed director of quality, told the conference that to achieve total quality the group needed to meet certain "quality absolutes": meeting customer expectations, be they external or internal customers; performance standards leading to error-free work; and, measurement of tasks in order to assist the improve-

ment of quality.

"In essence the quality absolutes require that we do the right thing, at the right time, the first time, at a price that represents value to the customer," Gregory said.

To implement this, he said, Ocean would need to do and create three things. There would have to be a visible management commitment to total quality; employees would have to become involved; and there would have to be training to promote employee awareness of quality, the solving of problems in groups and the statistical tools to measure quality.

Barber says that management's responsibility is "really to make it live for our staff worldwide; the really crucial thing is to reinforce their sense of belief and drive. The people who really count are the ones in the front line who deal with customers be it on

the telephone, in deliveries or through invoicing. They are the ones who make the money."

There is another sound commercial reason behind Ocean's quality drive. As Barber points out: "Quality is a requirement for being on a tender list in the US," and that is the direction in which most of the rest of the developed world is heading as well, he says.

The course charted for Ocean is ambitious and Barber has staked a lot on it. He is promising the City 15 per cent growth a year in earnings. "We're taking the company through a period of change as radical as the one I took us through in 1986/87," he says somewhat portentously.

So far the City's faith in Barber's management style has paid off. All it can do now is wait and see whether the task he has set himself and his management to restructure the company's culture and people will prove as profitable and successful as the physical reorganisation of the company's assets over the past three years.

LE CLUB  
by Keiichi Tahara.

Air France is pleased to introduce (soon available on long haul flights), Le Club, a new space for the dynamic executive. When you are flying halfway round the world for a crucial meeting, it is essential for you to have a restful flight. Which is why Le Club class now offers you unrivalled standards of comfort and personalised service. The champagne welcome. The redesigned spaciousness of the Le Club cabin, intimate and serene. The generous "Espace 2000" seat, fully adjustable to suit the way you like to travel. And certainly the finest gourmet food flying today, accompanied by superb wines from the most prestigious cellar in the sky. In this picture commissioned specially for Air France, entitled "Watcher's space", Japanese photographer Keiichi Tahara has created an imaginative space that invites serenity. So has Air France. Fly in serenity. Fly Le Club.

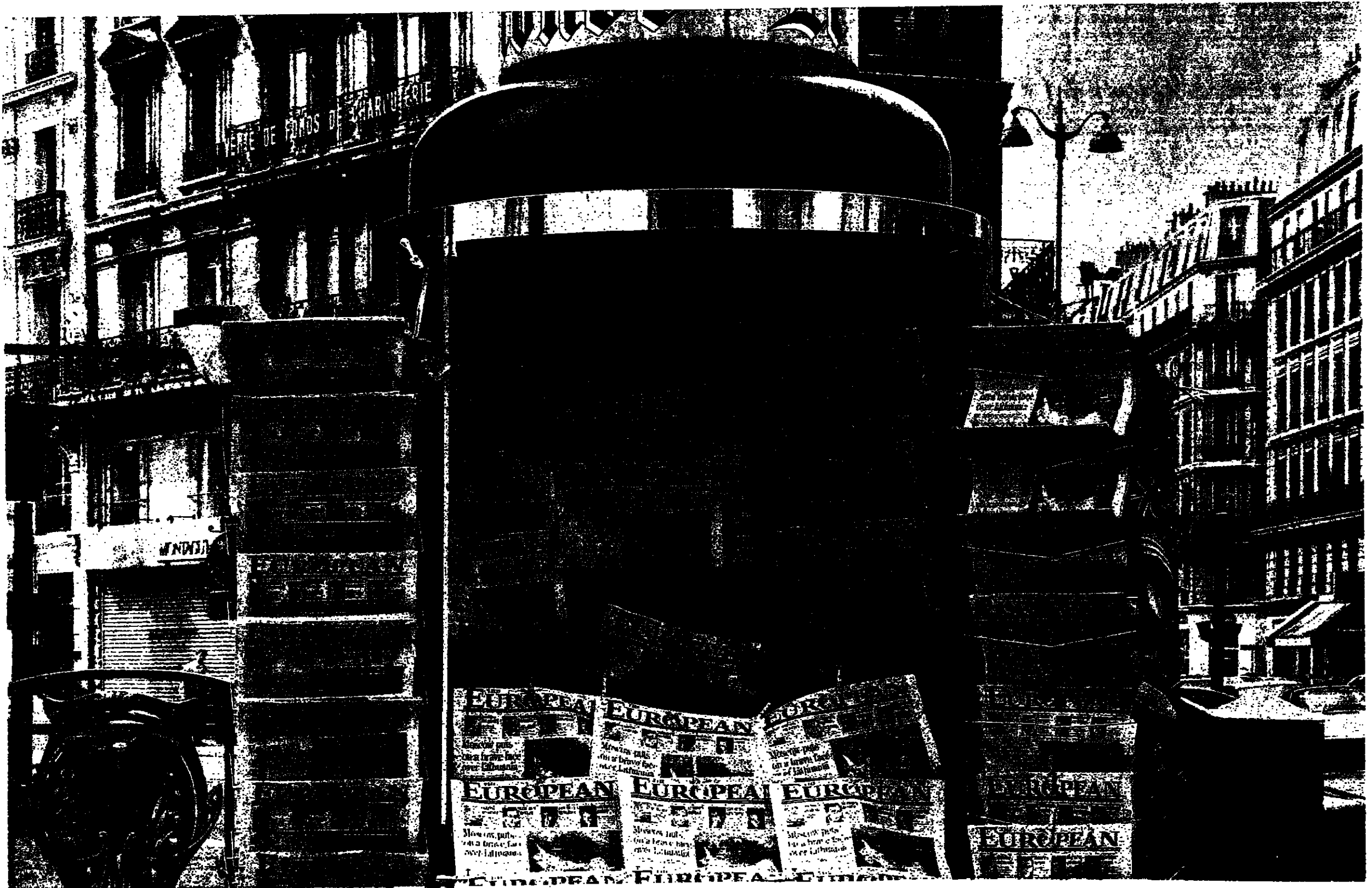


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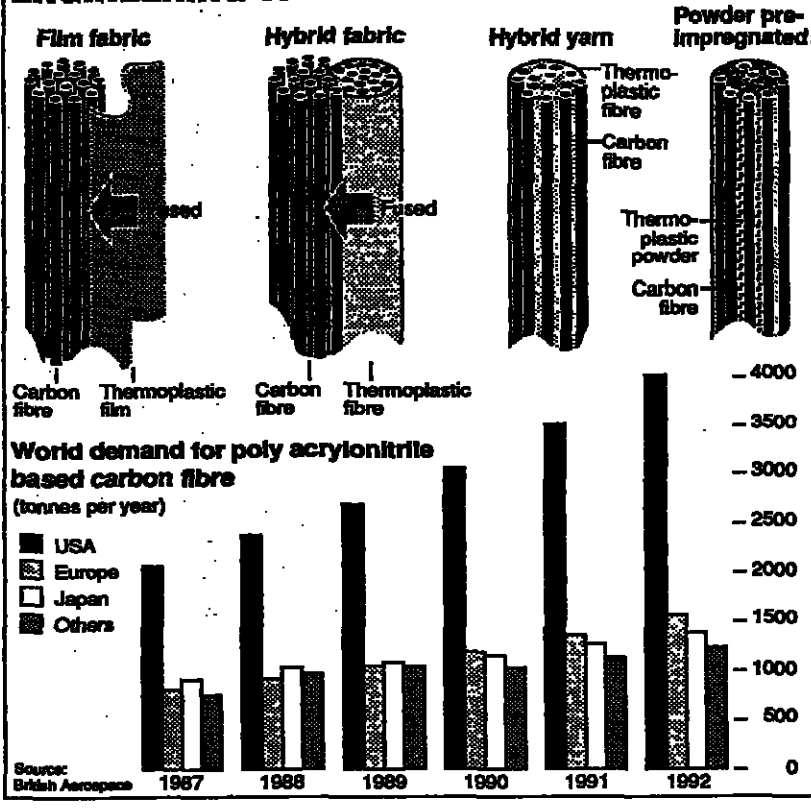


## TECHNOLOGY

Lynton McLain on a new generation of fibres for engineering purposes

## Alternatives to 'cut spaghetti'

### ENGINEERING TEXTILES



Source: British Aerospace

Work on measuring the performance of synthetic fibres is underway at the National Physical Laboratory at Teddington. Scientists are finalising computer software on the use of carbon fibre in flat structures and beams that will enable designers to match their requirements with a database of the physical characteristics of the material.

This is one result of a joint industry/Department of Trade and Industry exercise at the NPL on the engineering design of composite engineering structures using fibres. Rover, British Rail, Courtauld, ICI, Jaguar and Ford are involved on the companies side.

Dr Graham Sims at NPL is designing measuring techniques and ways of harmonising international testing methods for fibre-based composites. He says the lack of uniformity in testing methods is retarding the application of composites.

The application of fibres in a more disciplined way has the potential to avoid uncertainties and overspecification in design, by basing design on the properties of individual fibres.

The starting point for engineering textiles is fibre in reals of yarn.

In this state the extremely fine fibres are fragile in some directions, and can be snapped, though they are strong in others. In carbon fibre, chains of carbon atoms are arranged longitudinally, giving immense strength in one direction.

In the preparation of textiles, fine fibres of carbon are not twisted into threads, but laid "shoulder to shoulder" in a flat alignment, says Andy Clough of Lotus, which is experimenting with the world's first car, the M300, to have a body and structure made entirely of carbon fibre.

The flat assembly of fibres can be made into a textile ready for moulding into the required shape for an aircraft wing or car body panel or chassis beam. Fibres for composites traditionally have been woven, just like any other textile, giving them a warp and a weft. Both warp and weft fibres are con-

stantly changing their angle as they mesh with one another. Engineers now understand that a weave seen under a microscope is a weak structure because of the kinks. Some of the high-strength properties of the original, straight fibres are cancelled out.

Under a load, in a car or an aircraft, the fibres in a woven material will tend to try to return to straight lines, where their natural strength lies. This tendency will apply a force to the resin which intersperses the fibres in composites, because woven fibres have built in stress. Eventually, the resin will crack and the layers of fibres will separate or delaminate, with a further, potentially damaging loss of performance, according to British Aerospace.

One of the latest developments to achieve closer contact between fibre and resin involves powdered thermoplastic resin, mixed with the fibres.

Jeff Vane, the chairman of Tech Textiles which supplies high performance synthetic fibre fabrics to industry, says the word "woven" is banned from his factory in Andover. The company does not make any woven fabrics for the composite industry, because of the loss of strength compared with non-woven techniques. The company has developed ways of laying carbon and glass fibres in very straight lines and keeping the fibres flat, without any of the crimping or kinks which create stress in woven or knitted fibre textiles.

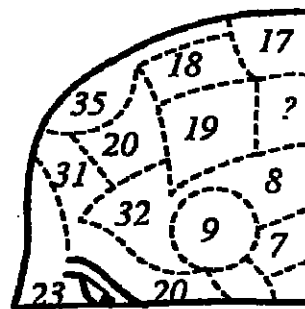
By laying the fibres, of carbon or glass, in long lines of continuous filaments, users are "almost guaranteed a uniform density," Mr Vane says. Since the properties of single fibres are well known, extrapolation of these properties gives the possibility of a known performance for the resulting textiles.

Tech Textiles specialises in laying the fibres in lines, with other continuous filaments laid at angles, such as at 90 degrees, 45 degrees or 30 degrees. Textiles with fibres laid at different combinations of angles can be produced to meet users' functional requirements.

"The layered material will display the optimum value of whatever fibre you apply, because the textile is a collection of separate straight fibres of known properties," Vane says.

By using different layers at different angles, textiles can be made from carbon fibre that will maintain a predictable strength even when the textile is moulded around sharp corners. The company has applied for world patents on its "formable composite material," made from discrete layers of continuous filament fibres of carbon or another advanced fibre, poly ether ether ketone (peek), which are stitched together without creating the stress of weaving.

Formable composites have true isotropic properties, with uniform strength in all dimensions. Their properties, and hence those of the composites they can be made from, are entirely predictable. They could cut wasteful design among users of composites and offer "major possibilities for industry," according to the company. For the first time, fibre composites could be specified in the way steel and other traditional materials are.



### WORTH WATCHING

by Della Bradshaw

#### Software to trap viruses

AN Israeli software company this week launched what it claims is the world's first computer virus protection product capable of detecting and destroying new viruses as well as those already identified, writes Hugh Carnegie.

Anti-virus+, made by Iris Software and Computers, of Tel Aviv, is designed to trap and bait any new virus as it enters a system. It is also "adaptive," learning the pattern of any virus it detects to ensure against any subsequent infection. This means it needs to be updated far less frequently than existing anti-virus products, Iris says. The company says Anti-virus+ is priced at \$99 for the single user - "it is based on the latest research into the field of artificial intelligence" and will sweep systems for viruses, detect and remove them, reconstruct damaged programmes and prevent further infection.

#### Your pledge in the mainframe

TELEVISION viewers in the UK who switch on their sets this weekend to watch the charity-raising Telethon may be unaware that it takes the computing capacity and flexibility of an airline ticket reservation system to cope with the amount of data that will be produced.

The computer system at the centre of the network in Slough is two Digital Equipment Vax 3800 machines, with a further two standing by for back-up. Software from Autofile, of Slough, connects 15 television centres to the main computer over packet switched telephone lines operated by British Telecom. Attached to each of the 15

regional centres are more than 100 terminals and 2,500 phones. As soon as members of the public call in to pledge money for the appeal, the data is tapped into the terminals and is then sent to the main computer centre.

Even this year's Wimbledon tennis tournament is turning to the computer.

IBM, as official information technology supplier to the All England Lawn Tennis Club, is supplying systems to provide on-screen statistical information for those watching the matches from their armchairs.

The data from matches being played on the six main courts will be gathered by computer and transmitted to the BBC, which will broadcast the data to TV watchers in the UK and overseas.

#### Cold comfort for car makers

HOW do you polish unwanted paint from plastic car bumpers during the production process? Freeze it, is the answer from an Anglo-German partnership which has developed a cold gas polisher for the car industry.

The three West German companies, Bayer Chemicals, Johannes Lubbering, of Herzbrock and Messer Griesheim, together with Ingersoll-Rand, of Stratford-upon-Avon, which is marketing the polisher in Europe, believe the polishing technique will enable the car industry to use bumpers which it formerly had to discard because their were faults or blemishes in the paintwork.

The polisher works by blasting the surface with cold nitrogen gas. As it cools to a temperature of -20 deg C, or less, the plastic surface becomes brittle and so can be polished. As the surface warms up it becomes flexible again.

#### No paper, no pictures

INFORMATION technology has long promised to deliver the paperless office. But one computer development which could relieve the office from mounds of paper files is document image processing - where a piece of paper, such as a form, invoice or diagram, is copied directly into an electronic image on the screen.

Once the image is captured, through optical scanning, the images can be

stored on optical disks or sent round a computer network.

One of the drawbacks in the past has been that companies had to buy proprietary systems, but Cornerstone Technology, of San Jose, and Monice, headquartered in London, have jointly developed a printed circuit board which works with IBM PCs.

The board, sold by Computer Marketing, of Camberley, costs £300 and can match the speed of the dedicated systems, claim the manufacturers.

#### Profit from insolvency

ONE man's misfortune is another man's profit. That is especially true in the world of insolvency.

To help accountants who deal with insolventcies to speed up the process, an Australian company has introduced a software package in the UK which can work on IBM PCs in the office or on laptop machines - and so can be taken to the client's premises to record information such as creditors or debtors.

The Insolvency package, from Solution 6, of Sydney, can print deposit slips or cheques and keep a full audit trail of all the transactions. It also records the time the accountant spends on each insolvency case.

#### Mechanical master baker

ENJOY your traditional French croissant while you can - automation is on the way.

A Dutch company, Rijkart, of Aspern, has developed a machine which can produce a croissant untouched by human hands. First, it cuts the triangular sheet of dough and rolls it up. Then, in a move which in the past has been manual, it curls the dough into its familiar crescent shape ready for baking. The automatic curling and bending croissant machine, as it is called, is marketed in the UK by European Process Plant, of Epsom.

Contact: Iris, Tel: 0753 571 5213. Autofile: UK, 0753 70203, USA: UK, 0753 321 212. Ingersoll-Rand: UK, 0800 444222. Cornerstone: UK, 408 435 8800. West Germany, 09 22113322. Monice: UK, 081 348 0247. Computer Marketing: 0278 691122. Solution 6: Australia, 012 008 0800; UK, 081 651 5656. Rijkart: Netherlands, 345 114441. EPP: UK, 0272 745558.

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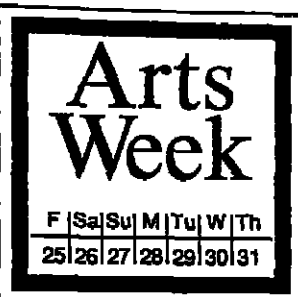
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## ARTS



## MUSIC

## London

London Concert Orchestra  
Puccini Gala Night. Paul Wyzynski (conductor), Elizabeth Vaughan (soprano), (Sat) Royal Festival Hall (828 8800)  
Royal Philharmonic Orchestra  
conducted by Vladimir Ashkenazy. Weber, Mozart, Tchaikovsky (Tue). Royal Festival Hall (828 8800)  
Polish Chamber Orchestra  
conducted by Jan Stanek. Holst, Elgar, Vivaldi, Bach, Bartók (Wed). Queen Elizabeth Hall (828 8800)  
Paris

Edita Gruberova recital (Mon). Bastille Opéra (40011816).  
Jean-Philippe Collard, Augustin Dumay, Quatuor Ysaye: Fauré, Chausson (Mon). Salle Gaveau

## THEATRE

## London

Anything Goes (Prince Edward). Cole Porter's sassy ocean-going 1930s musical has four or five marvelous songs and Elaine Paige failing to emulate Ethel Merman. Jerry Zak's desperately bright production comes from the Lincoln Center in New York and is undemanding fare (704 885). cc 836 2428.  
Jeffrey Bernard is Duval (Apollo). Tom Conti is the alcoholic journalist who embarks on a Faustian, nay-caying life force while committing public suicide by vodka. Keith Waterhouse has stitched a fine play, the season's highlight, from Bernard's own writing. Ned Sherrin directs (437 2653).  
Aspects of Love (Prince of Wales). Andrew Lloyd Webber's latest is an intimate chamber opera derived from David Garnett's 1955 novel. Musically interesting and well directed by Trevor Nunn, a cast of unknowns project the right sense of byronic insecurity. A probable, but unspectacular, hit (839 5872).  
Sea Step (Lyric). Glam revival of William Inge's 1955 Kansas comedy, with Jerry Hall making her West End debut as the tank-town "chanteuse" to Shaun Cassidy's Montana cowboy, a partnership forged on Broadway by

(45832030).  
Murray Perahia, piano. Franch Schumann, Prokofiev, Liszt (Mon). Salle Pleyel (46383575).  
Orchestra Philharmonique d'Oslo conducted by Mariss Jansons. Handel, Albinoni, Tartini, Tchaikovsky (Mon). Châtelet (40282822).  
Orchestra des Jeunes de Toulon conducted by Trio Wanderer conducted by Sir Yehudi Menuhin and Jiri Miskul: Smetana, Martinu, Beethoven (Tue). Théâtre des Champs Elysées (47283837).  
Ensemble Orchestral de Paris conducted by Bruno Campanella. Ennio Dera (bass). Respighi, Verdi, Cimarosa (Tue). Salle Pleyel (45838573).  
Orchestra Philharmonique conducted by Bernhard Klee, Christian Zacharias (piano): Mozart (Thu) Théâtre des Champs Elysées (47283837).  
Brussels

I Fiamminghi Ensemble conducted by Rudolf Werthen with Eric Dequeker (bass) and Franco Squitieri (cello). Devienne, Franch, Puccini, Shostakovich (Sat). Cercle Royal Gaulois.  
Nikola Magaloff (piano) playing Mendelssohn, Scriabin and Schubert (Thu). Palais des Beaux-Arts.

## Berlin

Berlin Philharmonic conducted by Seiji Ozawa plays works by

Stravinsky, Bach and Bruckner (Fri, Sat). Philharmonie.

## Frankfurt

Alte Oper. Farewell concert for music director Elihu Inghel with three radio choirs and singers Paul Frey, William Pell, Walton Greenroos, Hans Franzen, Elisabeth Connell and Margarita Zimmermann in Schoenberg's *Gurrelieder* (Fri).

## Cologne

Cherubini Quartet. Mendelssohn, Schumann, Brahms (Fri). A concert with the Greek singer Georges Moustaki (Tue). Philharmonie.

## Rome

Gabriele Ferro conducts Petrassi's *Psalm nine*, and Stravinsky's *Firebird Suite* (Sat-Tues). Auditorium in via Della Condizione (6541044).

## Milan

Loris Maazel conducts the Scala Philharmonic playing Cesar Franck, Messiaen and Ravel. Teatro alla Scala (80.3.46).  
Maria Jose Pires and Huseyn Sermet play Schubert, Schumann and Ravel (Wed) (76001755). Conservatorio G. Verdi.

## Madrid

Sinhal Orchestra of Japan con-

ducted by Shigeo Genda. Shintai-shiki (violin). Keiko Abe (marimba). Martinez Fontana, Takemitsu, Toyama Ishii, Iku-kube (Fri). Auditorio Nacional de Musica (337 01 00).  
Vladimir Orlovsky (piano). Prokofiev, Rachmaninov, Tchaikovsky (Fri). Auditorio Nacional de Musica (337 01 00).  
Belgian Chamber Orchestra with Rudolph Werthen, conductor and first violin, conductor Springuel (cello). Boccherini, Haydn, Vivaldi (Wed). Auditorio Nacional de Musica (337 01 00).  
Ensemble Rarwartz. Milhaud, Guarnieri, Thomas, Marchand, Tzane (Wed). Auditorio Nacional de Musica (337 01 00).  
Oslo Philharmonic Orchestra conducted by Mariss Jansons. Stravinsky, Shostakovich (Thu). Auditorio Nacional de Musica (337 01 00).

## Barcelona

Max van Egmond (baritone), Jacques Ogg (pianoforte, clavier). Frescobaldi, Caccini, Huygens, Purcell, Handel, Haydn, Schubert (Wed). Fundación Caja de Pensiones (317 57 57).

## New York

New York Philharmonic conducted by Erich Leinsdorf. Strauss, Schumann, Beethoven (Tue); Mahler (Thu). Avery Fisher Hall, Lincoln Center (874 8770).

Manhattan Philharmonic conducted by Doreen Rao with the International Children's Chorus. Oscar Peterson, Fauré, Debussy, Pergolesi, Copland, Vaughan Williams (Tue). Carnegie Hall (247 7800).

## Washington

National Symphony Orchestra conducted by Mstislav Rostropovich. Glinka, Deak, Malcra, Doppler, Gould (Thu). Kennedy Center Concert Hall (467 4600).

## Chicago

Chicago Symphony Orchestra conducted by Michael Kopax with Joshua Bell (violin), Steven Isserlis (cello), Jeffrey Kahane (piano). Haydn, Beethoven, Crumb, Falla (Thu). Kline Theatre (conducting with Ray Still (cello). Mozart, Strauss (Thu). Orchestra Hall (435 6655).

## Tokyo

Paco de Lucia Trio. Orchard Hall (Mon, Tues) (285 1661).  
Maxima Vengarov (violin), with Irina Vinogradova (piano), Bach, Beethoven, Paganini, Schubert, Szymanowski (Tue) (285 1661).  
Cleveland Symphony Orchestra, conducted by Christoph von Dohnanyi. Mahler's 9th Symphony (Wed). Mendelssohn, Berlioz (Thu). Orchard Hall (285 9699).

## Chicago

Steel Magnolias (Royal George). Arm Franks and Marcia Rodd play the leads in this view of southern life from under the dryers in a busy hairdressing establishment (888 9000).  
Fraternity (Pegasus Players). Jeff Statton's political drama focuses on the civil rights movement of the 1950s and 1970s to explore issues of principle and compromise. Ends June 3 (271 2635).

## Tokyo

Fear Gynt (In Japanese). Japan's most famous director, Yukio Ninagawa, best known for his samurai Machi and Noh Tempest, tackles Ibsen's "unstageable" masterpiece, with a cast headed by a popular young rock singer. The production is fun, although the play's complexities are undoubtedly lost on the largely teenage audience. Aoyama Theatre (201 7777).

Maly Theatre, Moscow. Chekhov's *The Wood Demon* is one of the author's early works, that was later reworked as *Uncle Vanya*. Performed in Russian. Seinenkin Theatre. (Thu) (285 1661).  
Noh. *Kakitsubata* (The Irises). A seasonal piece that concludes with a dance for the spirit of the irises. Hocho Noh Theatre. (Thu) (811 4943).

## OPERA AND BALLET

## London

Royal Opera, Covent Garden. Simon Battle makes a belated debut conducting the new production by Bill Bryden of Jandek's *Camming Little Vices*. Thomas Allen, Lillian Watson, Diana Montague, Robert Tear, and Gwynne Howell head the large cast. First performances of the unhappy *Traviata* revival, with Carol Vaness, Eva Randova, Alexey Steblyanko, and Sergey Leiferkus in leading roles; Sian Edwards conducts.  
Royal Ballet, Covent Garden. Revival of *Romeo and Juliet* (Fri and Mon).  
Raghu National Opera, Coliseum. End of the ENO season: one performance each of Robin Holloway's *Clariissa* and *The Marriage of Figaro*.  
The premiere of Holloway's *Clariissa* (based on Richardson's novel) reveals a score of ravishing and fascinating richness at the service of an unevenly plotted libretto. Conducted by Oliver Knussen, produced by David Pountney, with Václav Turek, Graeme Matheson-Bruce, Ross Manning, Jill Pert, and Justin Lavender in leading roles. *The Marriage of Figaro*, in Jonathan Miller's production, brings back Valerie Masterson, Lesley Garrett, and Rhina Robinson as ENO Mozartians, and introduces Steven Sayer's Count and Gregory Yuritsch's Figaro (836 8161).

## Paris

Paris Opéra. *Jeunes danseurs de l'Opéra*. Extracts from romantic period ballets (4742837).  
Théâtre de la Ville. Pina Bausch and Wuppertaler Tanztheater. *Nelken* (ornaments) begins with a magnificent field of 5,000 carnations which are, at the end of the evening, trodden down. (42742277).  
Antwerp  
Koninklijke Vlaamse Opera. The Royal Flanders opera in Bartók's *Duke Bluebeard's Castle* (concert version), conducted by Rudolf Wehner with Klara Takacs, Koles Kovacs and Nolle Veršip (Tue).  
Koninklijke Vlaamse Opera. Royal Flanders Ballet in *Comedie* (Fri, Sat, Sun).

## Lisbon

Théâtre Royal. The Royal Wallonia opera in André Messager's *Fortunio*, conducted by Robert Bleser staged by Jean-Paul Loeat.

## Berlin

Opera. *Die Zauberpfeife* is a capable repertoire performance, conducted by Christof Prick. *Die Walküre*, part of the successful Götz Friedrich Ring cycle with Wagner specialists Eran Arnsperg, Deborah Polaski, Hanna Schwarz, Matti Salminen and

Robert Hale. *Aida* has a strong cast led by Bruna Baglioni. Sharon Sweet, Giorgio Lamberti and Ingvar Wixell. Further offered are Hans Werner Henze's opera *Das sarrasene Meer*, *Der Barbier von Sevilla* and the ballet *Cinderella*.

## Frankfurt

Alte Oper. Schoenberg's rarely played *Moses und Aron*, in a concert version, is sung by Gerhard Paulstich and William Cochran.

## Cologne

Opera. *The Turn of the Screw* will be sung in English. This week's highlight *Tristan und Isolde* stars Gabriele Schnaut, and Spas Wenikoff, conducted by Hans Zischner. *La traviata* and the two new acts operas by Rossini *La Cenerentola* di *Matrimonio* (St. Sinner Bruchino complete the week).

## Bonn

Opera. The lively *Barbier von Sevilla* production is well sung by Frank L. Sparda, Susanne Mentzer, Gino Quilico and Jean Philippe Courts. *Das Rheingold* is expertly conducted by Bonn's musical director Dennis Russell Davies with Siegmund Nimsgern, Graham Clark, Hermann Becht and Hanna Schwarz. *Die Fledermaus* is sung by Ludwig Hermann, Pamela Coburn, Claudia Rungberg and Kristina Laki. Stuttgart.

Opera. Henze's *Die Bassariden* features Eran Arnsperg, Marcela Holmápfel, Ortrun Wenkel and Kenneth Riegel, brilliant in the leading parts. *Der Freischütz* in Achim Freyer's production returns. Also in repertoire: *La Cenerentola*, *der Karottenkönig* and a Tomoko Nakamura *Lieder* recital. Tenor Plácido Domingo appears as Cavallotti in *Tosca*, with Mary Zempieri in the title role and Ingvar Wixell as Scarpia.

## Barcelona

Gran Teatre del Lliçà. Uwe Mund conducts *Don Quixote*, *Beethoven*, featuring Pina Capponcelli, Anna Tomowa-Sintow and Jaime Aragall. Ends June 12 (318 92 77).

## Milan

Teatro alla Scala. Ketta Asari's

production of *Madama Butterfly*, designed by Ichiro Takada with dances performed by Hideo Kanaki, conducted by Gianandrea Gavazzeni (80.91.25).  
Teatro Lirico. A new work by the Piedmontese composer Azio Corghi, based on a recent novel by Jose Saramago, set against a dramatic background of religious persecutions in 18th century Portugal. Cast includes Katia Lyrting, Martha Szymay, Jean-Philippe Lamont (86.64.18).

## Rome

Teatro dell'Opera. Verdi's *Luisa Miller* conducted by Roberto Abbado, with Paolo Coni, Aprile Millo and Alberto Cupido. Also the Kirov Ballet in Oleg Vinogradov's version of *Swan Lake* (46.17.55).

## Florence

Magico Musicale. Teatro della Pergola. Giulio Chizzolani's production of Donizetti's *Parsifal*, based on Byron's poem of the same name. Bruno Bartoletti conducts an excellent cast led by Mariella Devia, Giorgio Zancanaro and Dano Ruffanti. The opera is given in its full length version (779236).

## Bologna

Teatro Comunale. Giancarlo Cobelli's production of Verdi's *Rigoletto*, conducted by Daniele Gatti, with Jane Anderson, Vincenzo la Scala and Leo Nucci (529959).

## New York

American Ballet Theatre. The 50th anniversary season includes an all-Twyla Tharp evening and the local premiere of her *Brick* film set to music by Michel Colombe and Percy Grainger. Season ends June 30. Opera House at Lincoln Center (382 6000).

## Washington

Alvin Ailey American Dance Theatre. The mixed repertory, based heavily on gospel and choreography reminiscent of the golden age of American musicals, remains fresh with a new generation of dancers. Ends June 4. Kennedy Center Opera House.

## Tokyo

Leningrad State Ballet Theatre. *The Idiot*, *Twelfth Night* (Tues, Wed), *Finocchio* (Thu), Tokyo Bunka Kaikan (235 1661).

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# DAI-ICHI KANGYO BANK

## DKB ECONOMIC REPORT

— May 1990: Vol. 20 No. 5 —

### Japan-U.S. Trade Friction Continues amid Harsh Conditions

The Japanese economy was hit by two storms this spring. One is a worsening Japan-U.S. trade friction evidenced in bilateral negotiations under the Structural Impediments Initiative, or SII, following enactment of the Super 301 provision of the 1988 U.S. trade act.

The fourth round of the SII talks in early April focused on issues such as Japan's public works spending and its distribution system. The talks resulted in an interim report under which Japan agreed to work out a 10-year spending plan and to review its large-retail-store law.

Although Washington accepted Tokyo's proposals with certain satisfaction, trade friction between the two countries is expected to continue as the U.S. keeps a close watch on the implementation of Japan's pledges.

**Japan's Trade Surplus Narrowing**

Bilateral economic relations have gone sour against the backdrop of Japan's huge trade surplus with the U.S. The seasonally adjusted surplus has been on the decline ever since October-December 1988, when it peaked at 21.7 billion dollars on a customs-clearance basis. In the first quarter of this year it dropped some 72% from the peak to 15.6 billion dollars. The decline is attributed to slowing exports and a steady increase in imports.

As also shown in Figure, Japan's exports decreased in volume because of a slowdown in overseas economic growth and the launch of full-scale overseas production by Japanese companies. In value terms, exports fell on a year-on-year basis due to the so-called J-curve effect caused by the yen's depreciation. Imports, particularly finished products, steadily increased in volume on strong domestic demand. Import prices rose around 5%, reflecting higher oil prices.

However, changes in the Japan-U.S. trade were meager. Japan's trade surplus with the U.S. dropped only moderately to 10.8 billion dollars in January-March 1990 from 12.7 billion dollars in

October-December 1988. In other words, the ratio of the surplus to Japan's overall trade surplus is not decreasing but is rather increasing. It can therefore be concluded that the serious state of bilateral trade friction will continue for some time.

**Fears Caused by Triple Market Declines**

The other storm which hit the Japanese economy this spring was the simultaneous drop in the value of the yen, bonds and stocks—referred to as the "triple market decline." The fall accelerated around March 20 when the Bank of Japan implemented its fourth rise in the discount rate from 4.25% to 5.25%.

The falls adversely affect the Japanese economy through higher prices, an upturn in interest rates and a drop in the availability of funds, and the diminished power of national assets.

In other words, higher prices and interest rates reduce corporate earnings while fund-raising costs rise as higher interest rates and lower stock prices push up equity-financing costs. In addition, the availability of funds is tightened by slowed growth of retained profits, difficult equity-financing and restrained bank loans. Accordingly, companies become cautious about investment. And these developments act as a drag on corporate capital investment.

Personal consumption on the other hand is restrained by price rises while loans to individuals are curbed because of higher interest rates and reduced availability of funds. It is also affected by capital gains decline with diminished power of national assets and slower growth of bonuses because of lower corporate earnings.

**Downward Pressure on Yen Remains Strong**

Under these circumstances, the only way to sustain the economy's rigorous expansion is to curtail the triple market declines. But this is easier said than done.

The triple declines stem from the

weakened yen, which increases inflationary pressures and arouses expectations of higher interest rates ahead, in turn sending bond and stock prices tumbling.

At a meeting in Paris on April 7, finance ministers and central bankers from the Group of Seven major industrial countries reaffirmed their commitment to attempts to contain the yen's decline. The decision was based on the grounds that the yen's decline will expand trade imbalances between Japan and other countries.

However, countries other than Japan are reluctant to take fully-fledged action to shore up the yen, fearing that the move will weaken their currencies and add to inflationary pressures.

The yen's weakness reflects many factors such as a narrowing of Japan's current-account surplus, high demand for dollars because of increasing direct overseas investment by the Japanese, instability in the international political arena, the difference between interest rates in Japan and overseas and the extremely high growth of Japan's money supply.

The first two factors, namely the declining current-account surplus and increasing overseas investment, stem from Japan's economic structure, making chances of a shift from the downward pressure on the yen appear unlikely in the short term.

Thus, clouds are beginning to form over future of the Japanese economy and a halt in the prolonged expansion is highly probable.

Decreasing trend in Japan's current-account surplus

(Note) 1. Customs-cleared trade.  
2. Dollar-denominated value shows year-on-year growth.  
3. Bar lines show the contribution of volume and price to the growth of dollar-denominated export and import value.  
4. The total contribution does not necessarily correspond to the growth of value as there are overlapping factors.  
5. Trade balance is seasonally adjusted.

Source: Finance Ministry

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DAI-ICHI KANGYO BANK

The next DKB monthly report will appear June 22

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**Avis de convocation**

Messieurs les Actionnaires et porteurs de parts de fondateur sont convoqués par le présent avis à l'Assemblée Générale Statutaire qui aura lieu exceptionnellement le 12 juin 1990 à 11.00 heures dans les bureaux de la Kredietbank S.A. Luxembourg, 43, boulevard Royal, Luxembourg, au lieu du 25 mai 1990 comme prévu par les statuts et c.c. à la demande expresse de la majorité des actionnaires, avec l'ordre du jour suivant:

**Ordre du Jour**

- Rapport de gestion du Conseil d'Administration et rapport du Commissaire.
- Approbation des comptes annuels et affectation des résultats au 31 décembre 1989.
- Décharge aux Administrateurs et au Commissaire.
- Nominations statutaires.

Le Conseil d'Administration



# *The connoisseurship of Consul Smith*

Here, Canaletto shows himself to be

**One of the best surviving drawings by Raphael: "Massacre of the Innocents" (detail)**

Marco Ricci's mastery of atmospheric effect, lyrical or dramatic, is all apparent in drawings used for paintings now in the Royal Collection. Note the slashing rain, creaking trees and eerie light of "Herds terrified by a Storm." But it is the sheets by Sebastiano that are the most dramatic.

As a spectacular finale we are presented with a wall of bravura oil sketches by the incomparable G.B. Castiglione. In his will, Smith refers

**Susan Moore**

## *Sir Courtly Nice*

Women drive men to several extremes here: true love, fop-

**Alastair Macaulay**

**Alastair Macaulay**

## Henry IV

## Martin Hoyle

## *The Turning World: Schlömer and Vandekeybus*

In *Es Sang Vor Langen Jahren*, Schlömer danced himself to vocal music by Arvo Pärt. Wearing flesh-coloured underpants and using a pale sheet as a carpet, a toga, a cloak, he wrought a spell by his complete concentration, stretching, bending and pacing, fluttering fingers like wing-tips, etching fine strokes of abstract mime.

## tair Macaulay

*Janina Fialkowska*

**She brought off his op. 10 Theme and Variations with resounding conviction, not to say daunting: for nobody can have warned her that fortissimi on the piano in**

Both her Chopin Polonaises, attacked with flair, were unconscionably loud, and sensitive ideas were translated into melodrama. It was bad luck to turn up with a quite creditable clutch of Debussy *etudes* just when Mitsuko Uchida's dazzling accounts have come out on CD. The printed order of "Pour les huit doigts" and "Pour les Quatre" was reversed without

**David Murray**

**David Murray**

**May 25-31**

## ARTS GUIDE

**Paris**

Carte musées et monuments sold in museums and metro stations—convenient for visitors to avoid queues at 60 museums and monuments, including the Louvre, Musée d'Orsay and Versailles.

Galerie Schmitt. French masters of the 19th and 20th century. For the 25th anniversary of his yearly exhibitions Robert Schmitt has assembled an impressive collection of paintings. There are, for example, by Pissarro, Degas, Delacroix, Cézanne, Gauguin, Manet, Monet, Renoir and Picasso. \$35.

Rue Saint-Hippolyte, across the Sèvres subway station, ends July 18 (4069385).

Galerie d'Ornament-Cezanne. 19th

**Brussels**  
**Hotel Communal de Schaerbeek.**  
Place Collignon — treasures  
of the commune. Works by Con-  
stantin Meunier, Jef Lambaert  
and other Brussels artists of the  
19th and 20th centuries, daily  
except holidays. Ends June 11.  
**Musée Wellington-Waterloo.**  
Inedits sur Waterloo commemo-  
rates the 175th anniversary of

**Galleria Nazionale d'Arte Moderna.** Fabrizio Clerici retrospective: in a labyrinth designed by the artist himself and built in the gallery's workshops are hung

**Vienna**  
Museum für Völkerkunde has a marvellously exotic exhibition called *Jemen*, focusing on the world around the Queen of Sheba. Ends June 10.

**Metropolitan Museum of Art: The Russian Taste for French painting, representing three centuries of French masterpieces from the Hermitage and Pushkin Museums, covers Poussin to Matisse. Among the 51 works are major paintings by Watteau, Fragonard, Ingres, Manet, Renoir, Gauguin and Henri Rousseau. Ends July 29**

ditions often found in the exterior of a House Divided. America in the Age of Jackson, with color plates, mentions the personal effects of the Great Emancipator at Chicago Historical Society. A special exhibit of Frank Lloyd Wright's designs for art-glass windows, furniture and silver shows why the details completed the Wright look. Ends June 17. Art Institute. Before going to the Royal Academy in London later in the year, Chicago gets to see Monet's series paintings, including Haystacks, Poplars and Rouen Cathedral, all from

**Tokyo**  
Sogetsu Gallery & Hall, Yoko Ono. Her first exhibition in Tokyo in more than two decades, mainly sculptures and works in paper. Twenty of her films are also being shown.  
Teien Museum. Mezzotints by Japanese artist Yozo Hamaguchi, mainly still life subjects. The

**National Museum of Modern Art and Crafts.** Van de Velde: furniture, architectural plans, pottery, silverware and photographs by the Belgian Art Nouveau designer. Closed Mondays.

Eighty five per cent of the SWRB dancers are moving to Birmingham. Also included in the company's plans are new ballets by Oliver Hinde and William Tuckett and the world premiere of company director Peter Wright's new production of *The Nutcracker*.

Back at Covent Garden the Royal ballet faces a quiet season. Its planned refurbishments for *Manon* and *Romeo and Juliet* have been postponed to make a saving of \$500,000 on the planned deficit. The high-

light is another work from Binyon - a three act ballet, *Cyrena*. There are also new works by Kenneth Macmillan and Ashley Page, and the first London performance of Balanchine's *Stravinsky Violin Concerto*.

With both companies losing their musical directors and Covent Garden due to close for modernisation in 1994 the outlook could be rozier. But in the current season the Royal Ballet is dancing to audiences 91 per cent of capacity and morale is rising after last year's trial dispute. The dancers will be fully employed while the Opera House is closed but whether their temporary home will be the Lyceum; the Theatre Royal Drury Lane; or the new auditorium rising on the South Bank has yet to be decided.

## SALEROOM

**Sotheby's experiment** in devoting an auction to 20th century British sculpture paid off handsomely yesterday afternoon. The star performer was Elizabeth Frink, "Horse," a bronze 86 inches high and 101 inches long, sold for £110,000, double its estimate and a record for the sculptor. It was one of an edition of three commissioned in 1960 by the Earl

of March to decorate the new Godwood Racecourse. Four other works by Frink sold for \$40,000 or more.

Another sculptor to set a new auction high was Lynn Chadwick. "Two watchers V," once known as "Man and Woman," made \$104,500. A small "Standing Figure No.8" by Henry Moore just beat its estimate at \$61,600.

A.T.



## FINANCIAL TIMES

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Friday May 25 1990

# Democracy in deficit

HOW DO you vote for, or against, a market economy if you do not know what it is? Yet that is what the Soviet people are being invited to do, in order to give the Government some vestige of the popular authority it craves for introducing a move to regulated capitalism. The move painfully highlights the most striking deficit in the fifth year after Gorbachev: that in democracy.

First, as referendum-construction the world over will know, everything is in the form of the question. At its most cynical, the issue could be put as inviting an assent for all that is good and for leaving behind everything known to be awful. Only if the Soviet people were offered, with their ballot papers, a dispassionate description of what their government hoped to achieve, together with what they feared might not be achieved, could an informed decision be made.

Even so — and even allowing for the fact that there is a discussion in the press of alternatives, notably in the advocacy by the trade unions of retention of most of the features of the present system — the choice would be a leap in the dark. A "yes" to the market would prove nothing very much, except that the present is a nightmare, from which everyone wants to escape. It might make matters worse, by deepening popular cynicism.

Second and more importantly, a "no" vote would deprive the government and the Presidency of legitimacy. Mr Yuri Masluykov, first deputy Prime Minister and head of the State Planning Committee, has said that "we (the Government) will say goodbye" if the proposition is defeated. But what would President Mikhail Gorbachev say? "Hello, I have another plan."

## Rough justice

The proposal to switch to market relations, though formally issued from the Government, has been developed by the Presidential Council. It was that body which overturned the previous plan to stick to the command economy. It would be the roughest of justice, and the most transparent of dodges, to hang failure round the neck of Mr Nikolai Ryzhkov, the Prime Minister —

though his neck has looked vulnerable for the past six months. This means that the referendum is about the Presidency. In taking so many powers as President, Mr Gorbachev had a choice: to make clear that the focus of power had shifted to his office, and to submit himself to competition from anyone willing to take him on; or to act as an enlightened autocrat, forcing a more liberal economy and political system on to a country which has not yet produced the institutions and the psychology to develop it autonomously.

## Compromise

The first would have been preferable. The second might have been acceptable so long as it was evident that Mr Gorbachev's liberalism has not gone the way of that of previous liberal Tsars: declining through conservatism to reaction. The idea of a referendum is a compromise between a straightforward presidential election and straightforward enforcement of economic liberalism. This compromise is unlikely to please anyone or settle anything.

What we know of the reform itself is promising, especially in the hints of demonopolisation, and the conversion of the enterprises into companies with shareholders (though most of the importance will be in the details, and most of the hopes for success lie in the implementation). But it looks a forlorn hope that the sacrifices will be rendered more palatable by a referendum apparently undertaken as a sop to the unions.

The democratic deficit may be defined as the widening gap between the interests, programmes and intentions of the groups into which Soviet society is dividing and the possibility of the people having of expressing their preference for one against the other. Creating a democratic society on Soviet soil is one of the more arduous tasks in world politics. But Mr Gorbachev has gone too far towards it to have any chance of returning to autocratic rule and not far enough to gain popular legitimacy for radical reform. He must move decisively towards creating the institutions of democracy, starting with the Presidency.

# Sex equality in pensions

THE days are numbered for company pension schemes which continue to provide discriminatory benefits at different ages for male and female members. This is the message to UK employers from the European Court of Justice.

Enshrined in the recent judgment of *Barber v Guardian Royal Exchange Assurance* is the ruling that a pension paid under a contracted-out private occupational scheme falls within Article 119 of the Treaty of Rome. Pensions must comply with the equality requirements of that article in the same manner as pay.

Some pension experts are still debating whether the judgment should be regarded as applying only to the particular circumstances of this case, which involved redundancy rather than retirement. But most are now accepting that the judgment has established the general principle of equality in pension schemes and that other cases before the court will simply confirm this requirement. In the circumstances employers need to look afresh at their company pension arrangements to bring about equality. The previous argument that company schemes should not be required to introduce a common pension age until the state social security system has equalised the state pension age is no longer valid.

The state scheme is not directly affected. However, this judgment surely now imposes on the Government a duty to set out its detailed intentions towards state pensions. It is no longer an acceptable excuse for ministers to suggest that the Government should wait for the third EC directive on pension equality before acting.

## Firm indication

For one thing, many company pension schemes model their pension ages on the example of the state scheme. Employers need a firm indication about the age which the Government intends to select as a common pension age. The age of 63 has been put forward by several bodies as the most suitable, for a variety of reasons. But there has been no reaction from Government.

Second, the judgment high-

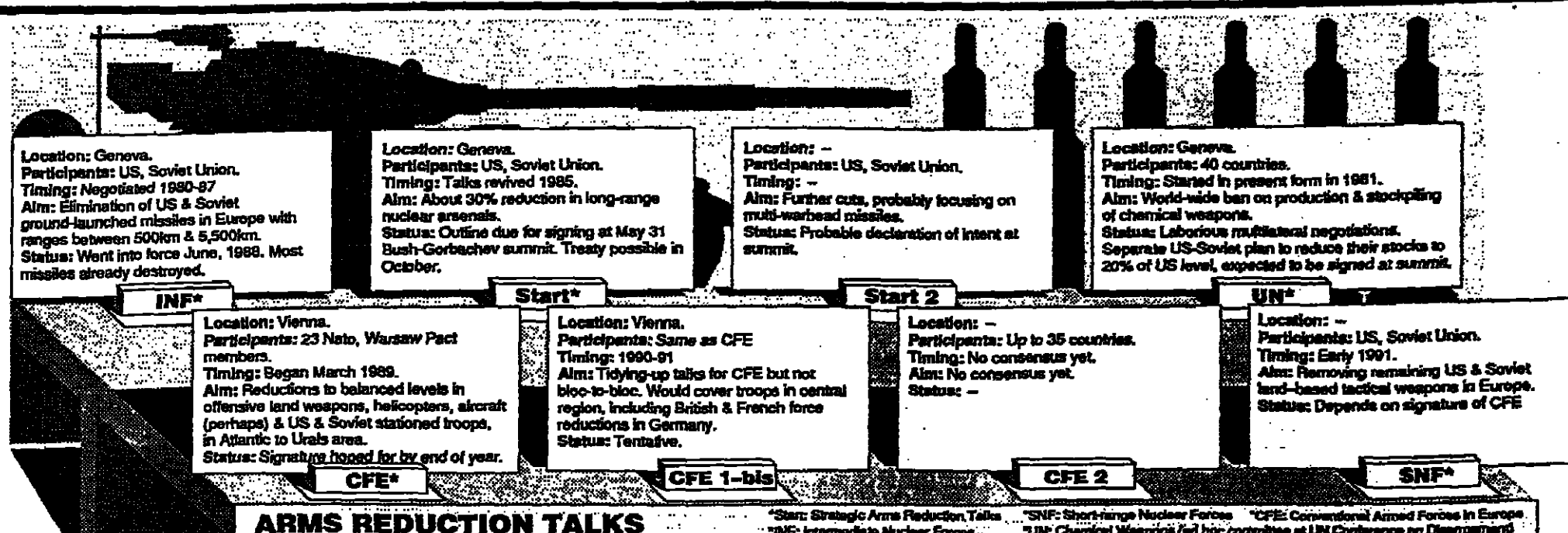
lights the clashes that can occur in practice between occupational and state pension schemes. Equivalence within a company scheme will not remove all inequalities as far as employees are concerned. Women will still qualify for the basic state pension at age 60, and will cease paying National Insurance contributions even if they continue working beyond that age. Most, if not all, of these inconsistencies could be removed if a common state pension age were introduced.

## Highly misleading

It is highly misleading for the Government and civil servants to imply that they must stall for several years until the directive becomes operative because of the problems that would otherwise arise. The UK would not be alone among members in adapting an existing common pension age to whatever requirements are imposed by the directive.

Finally, there is the question of costs. It could be expensive for employers to equalise benefits in company schemes, particularly if it is held that the judgment gives all existing male employees the right to a full pension at age 60. The vast majority of company pension schemes are at present financially healthy. However, the Social Security Bill proposes to earmark these schemes' surpluses to pay for pension increases. Employers with company pension schemes have already seen their costs escalate as a result of successive pieces of legislation enacted or imposed. Provisionally, these burdens have been offset by the favourable investment conditions of the past decade — and more than offset, to the extent that many companies have been able to take contribution holidays. Yet now these fat years could be coming to an end and employers face the prospect that they will soon need to resume contributions at a higher level than before.

Many employers may be tempted to exercise one of the few free judgments left to them — whether to continue providing a salary-related company pension scheme or to switch to some other form of pension provision where costs are controlled and containable.



Disarmament has been overtaken by East European events, says David White

# The eclipse of the arms talks

THE lustre of the brave new world of negotiated disarmament is wearing off. There is more arms control being discussed or thought about today than ever before, but somehow the whole process seems to have been overtaken by events.

Take tanks. The Soviet tank was always the symbol of oppression in eastern Europe. The threat of rapidly-massed forces one day pouring into western Europe. A year ago Nato proposed that the Soviets limit themselves to 3,200 tanks outside their own borders. It would be a two-thirds reduction, a momentous difference. But now, the way things are going, the Soviet Union will soon be unable to keep anything like that number in the other countries of eastern Europe — arms treaty or no arms treaty.

Processes that last year seemed ambitious, exciting, rapidly attainable — the first actual cuts in long-range nuclear warheads, the first real prospects of reductions in equipment and manpower after 15 years of frustration in the last Vienna troop talks — have been eclipsed by the scale of what has happened in central Europe. Arms treaties were to be the instrument of change in the security of this most militarised of continents; now they are following in the wake of change. Whatever the pious of the transformation is (Berlin), it is not Vienna or Geneva, where the negotiators sit.

In Vienna, the Conventional Armed Forces in Europe (CFE) talks continue to be based on balancing Nato against a Warsaw Pact that has all but ceased to exist. The Soviet Union, while still a military superpower, has lost its capacity to fight a coalition war.

In Geneva, the Strategic Arms Reduction Talks (Start) now seem a modest reflection of the alteration in East-West relations. The stated aim was to halve the nuclear superpowers' long-range arsenals; because of what is left out and the way some weapons are counted, the expected reductions are more like 20-30 per cent. Many consider these cuts do not measure up to the political moment.

As doubts have begun to surface about the relevance of the talks, the talks themselves have been bogged down. Just as Europe has been moving faster, arms negotiations have slowed down. Mr James Baker, the US Secretary of State, claimed a breakthrough in Start during his visit to Moscow last weekend, reviving the likelihood that next week's Bush-Gorbachev summit will see the initialing of an outline treaty. But the US thought it had those same sticking points resolved in February. After backtracking by Moscow, it took significant further

concessions by the US to recover the momentum.

In conventional arms, western officials are becoming increasingly worried about not getting a treaty including all they want to include by the year's end. They complain of unhelpful recent Soviet proposals and an apparent lack of clear instructions from Moscow.

A range of explanations — not mutually exclusive — has been put forward.

● Growing military clout in Moscow, and deep unease in the armed forces in the face of big cuts and the prospect of losing East Germany to Nato. Marshal Dmitri Yazov, the Soviet Defence Minister, has said explicitly that the military was putting a brake on the Vienna talks. The military is also thought to have insisted on tougher terms in Start.

● A "system overload" in the Soviet administration, with difficulty in dealing with all the negotiations together.

● The German factor. Overriding Soviet preoccupation with the Two plus Four talks on German unification has been shown by a slowdown in military superpower withdrawals from East Germany.

● In Vienna, the increasing difficulty for the Soviets in presenting joint Warsaw Pact positions.

● Difficulty over proposed "sufficiency" rules limiting any one country's holdings with each alliance. If the Soviet Union is effectively on its own, it will suffer a heavy disadvantage.

● "End-game" tactics to win better treaty conditions.

Nato is anxiously awaiting fresh signals from the summit. Mr Francois Heisbourg, director of the London-based International Institute for Strategic Studies, believes that if the summit does not break the logjam, "then it truly means the Soviet system is in really deep trouble."

But how much are the treaties worth? One senior western negotiator in Vienna asks the question: "If the Soviets are unwilling to do it, how far should the West go? Why can't governments just get on with scaling down their own forces, now that the theoretical threat has receded any-

way? Might not the negotiating effort simply be wasting time and money?"

Both Start and CFE are open to criticism. By some estimates Start would theoretically allow the US the same number of strategic nuclear warheads it now has. US officials believe that, if political progress continues, neither side will use its permitted levels. Mr Heisbourg says it is "difficult to prove that it will increase stability... It is probably not harmful but it is not clearly beneficial."

The proposed conventional arms treaty, Mr Bill Brodtkorn, the head of the Ministry of Defence's arms control unit admitted last week, is "not a perfect solution, but the best we have in hand." He told a rather surprised audience at the Royal United Services Institute: "It will not be a total disaster if we do not get a treaty."

Arms treaties were to be the instrument of change in the security of this most militarised of continents; now they are following in the wake of change in East Europe

Failure would not enable the Soviets to stay in eastern Europe, or to count on it as a strategic asset. Eastern Europe's revolutions have changed the strategic situation as much as, and probably more than, the arms talks set out to.

CFE is based on a principle that has become a fiction — the preserving in aspic of two alliances, balanced against each other, at lower levels of armament. Whatever further negotiations there are, the days for negotiating by blocs are counted.

The CFE participants are unlikely to proceed further on this basis except to tidy up loose ends, although diplomats at Nato argue that some "test discipline" will continue to be needed to make arms control manageable. There is no consensus in the West about who should take part in any further multilateral initiatives,

although it looks as if these might be broken down into regional groupings. France wants all 35 (or after German unification, 34) countries belonging to the Conference on Security and Co-operation in Europe (CSCE) framework. Other western — and Soviet — officials see talks involving the same Warsaw Pact and Nato members, as the most "relevant" countries, without bringing in everybody else from Malta to the Vatican.

Most of the faces in Vienna are the same as when the CFE talks started 14 months ago, but the reasons for being there are different. The objective of the exercise for Nato is no longer to push back a Warsaw Pact threat but to manage, codify and structure the change already taking place, and to ensure mutual confidence.

The case for persisting with the treaties is threefold. First, they would create a barrier to subsequent rearmament. Both treaties would involve the destruction, rather than just the moving, of heavy weaponry. CFE proposals involve more than 100,000 items, mostly Soviet. In Start, the Americans calculate that the Soviet Union would have to destroy one launcher every 68 hours for seven years.

Second, both would set up an intricate machinery of verification. In Start, for which trial pre-treaty inspections have already begun, this would mean Soviet and US officials visiting each other's most sensitive military sites. In CFE it would become a massive multilateral exercise in openness.

Third, agreements are needed simply in order to keep the process going. The CSCE summit planned for the end of the year will not happen if there is no CFE pact to sign. Western officials see a negotiating outcome as helping Moscow to legitimise its exit from the territory of its allies and avoid humiliation. Even if, as seems probable, the Warsaw Pact countries will now fall below some of the limits proposed in Vienna, a treaty would make that reality less painful.

Western negotiators are concerned that if a CFE treaty is not tied up this year, there will be diminishing returns.

The blockage at Vienna is now mainly to do with aircraft. Initially, the US and its allies did not want to discuss aircraft at all. But now that a Soviet army pullback is in sight, the issue of Soviet airpower has become increasingly important in Nato's priorities. Negotiators think this year may be a "now or never" opportunity to get a deal, but a big gap remains between the two sides' proposals.

Differences on definitions or numbers in other categories of equipment — tanks, armoured combat vehicles, artillery and helicopters — are closer to being resolved. Western negotiators think the treaty can cope with German unification with "minimal" adjustments.

Even if both treaties are signed this year, however, there is still ratification. The US Senate would be expected to take three to six months on each, which means it would be the end of next year before both were ratified, and any heavy-handed Soviet move in the Baltic states could threaten Senate approval of Start. There is also the question of ratification by the new Soviet Congress of Deputies. This is the first time there will have been a real discussion. A US official says approval is "not a foregone conclusion." Soviet negotiators have learnt from the Americans how threats to ratification can be used as a negotiating technique.

Signatures would trigger a series of more talks. Americans and Soviets are already groping towards a "Start 2." Moscow would like to bring other nuclear powers in, but not necessarily immediately. "We are realistic. We understand that they are not prepared to join this process," says Mr Yuri Nazarkin, chief Soviet negotiator in Start.

There is likely to be at least an appendix to CFE at which troop levels in the central region, including British and French forces in Germany, would be discussed. Some allies want to press right on with further talks, the US, wanting a breathing space, is not wildly enthusiastic. In short-range nuclear forces (SNF), Nato quarrelled last year about whether to negotiate. It is now willing to start talks straight after signature of CFE.

Nato has already set a time limit on its SNF weapons but dropping plans to update them. Since it has decided that without a central front there is no need to have these weapons on the ground, it could go about disarmament unilaterally.

Equally, in other areas of equipment and manpower, budget pressures throughout Europe and North America will ensure cuts are made. That is another route to disarmament. It could be quicker, but also messier and certainly less reassuring.

## Foggitt on his own

■ Bill Foggitt has been wearing his overcoat in Thirsk this week in defiance of a crop of reports declaring that global warming and the greenhouse effect are with us.

Foggitt first noticed a greenhouse effect in 1986. That was the year that gales blew his greenhouse away. He has not had one since.

"Naturally I get worried when Prince Charles says we have to do something about it. It's a global warming thing involved," said Foggitt. But while he admires the Prince of Wales, Mrs Thatcher and a number of other leading greens, Foggitt remains unconvinced that global warming is happening.

Some of the locals in Thirsk have embraced the theory with jokes about "Doncaster del Sol." Foggitt, however, is immovable in his belief that a little ice age is nearly upon us. "Some American friends were telling me New York had just had one of its most severe winters for many years and we have a few frosty nights in Thirsk recently," he said. Bitterly cold north west winds were still blowing in Thirsk yesterday, but Foggitt said the cold spell was nearly over. Now he is praying for rain. Thirsk has had nearly an inch of rain so far this month, but it is still not enough for the farmers. "I don't like the way they look at me," he confessed.

## Fowler's job

■ Absolutely fitting that Sir Norman Fowler, the man who left the Cabinet to spend more time with his family, should have become a non-executive director of the National Freight Consortium. When he was an opposition spokesman in the 1970s, Fowler produced a pamphlet on transport policy called *The Right Track*. In it he proposed the privatisation of what

## OBSERVER

was then the National Freight Corporation. In the event the change came about more by a management buy-out, but Fowler was very much involved in it as Minister of Transport. That was his first administration. Almost like going home.

## Out of order

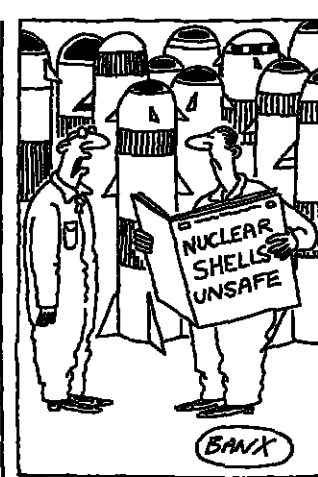
■ Delegates attending yesterday's meeting of the International Telegraph and Telephone Consultative Committee (CCITT), the Geneva phone club at the heart of the controversy over excessively high international phone prices, were unable to make international calls. Such calls have to be routed through the organisation's switchboard, but this was closed because of the Ascension Day holiday. It seems that even the CCITT is worried about the high price of international phoning.

## Tory Marx

■ I have a very loyal helpmate in this office who is a staunch Conservative and an active party worker. Recently, however, she has taken to borrowing my copy of *Marxism Today*. She takes it off to her constituency headquarters, where she says it goes down very well. The latest issue has an article on Michael Heseltine headed *The Prince*. The constituency workers will enjoy it, she thinks.

## Hide the meat

■ The Meat & Livestock Commission, the regulatory body of the British meat industry, is about to launch a £1.2m advertising campaign in the national press on the theme of *Meat to Live*. The ads are very striking. It is notable, however, that



"I thought they were meant to be."

none of them contains any meat. Whereas the commission's publications normally have pictures of beef, pork, steak and chicken more or less ready to eat, the new advertisements confine themselves to people. Three healthy-looking men are shown variously jogging, playing volleyball and beach cricket. The thought that they have been eating meat is left to the imagination. Also on my desk is a brochure from Asda, advertising conservation grade meat. On the cover there is a picture of an idyllic English village nestled in the fields with a shepherd looking on. There is not a single animal in sight. Finally, I have started receiving information about vegetarian dog food and health food for cats. One note says that Sir Winston Churchill's poodle thrived on this sort of thing.

## Capel coup

■ Here is a real commercial coup to come out of events in Eastern Europe. *Zeigmond Jarai* is resigning as Hungary's deputy finance minister to join

James Capel & Co in London.

Jarai was recruited by Capel's Mark Odessalchi, whose Italian-sounding name should not conceal the fact that he is himself of Hungarian origin. Odessalchi first met Jarai in Budapest a year or so ago, and was quick to move this year when Jarai suggested early this year that he would like a spell abroad outside the government sector.

Much of Jarai's recent work has been in developing the Budapest Stock Exchange, of which he was chairman. He moves to London on September 1 to assist Capel in its activities in Eastern Europe and the Soviet Union. The 35-year-old Hungarian also speaks Russian and German, as indeed one would expect.

## Poor Scots

■ To reinforce his case for the virtues of European Monetary Union, Sir Leon Brittan, the EC vice-president, yesterday produced a facsimile of an 18th Century Scottish banknote which was printed shortly after the union of England and Scotland in 1707.

According to the inscription, the note was worth simultaneously one English pound, or 12 Scottish pounds.

Brittan's point was that two currencies can continue to coexist once they are interlocked. The only question is the rate at which they are exchanged. "The Scots," he added, "did not get as good a deal as the East Germans."

## Labour's bid

■ The Labour Party's new policy document, *Looking to the Future*, has a glossy cover picture of a woman holding a child. The woman has no wedding ring, though it looks as if one might have been removed. Clearly a bid for the single parent vote.

JAL's new Executive Class has only seven seats abreast, giving a fifth more cabin space overall. With a whole new class of service, it's available on most non-stop flights from London, Paris and Frankfurt.

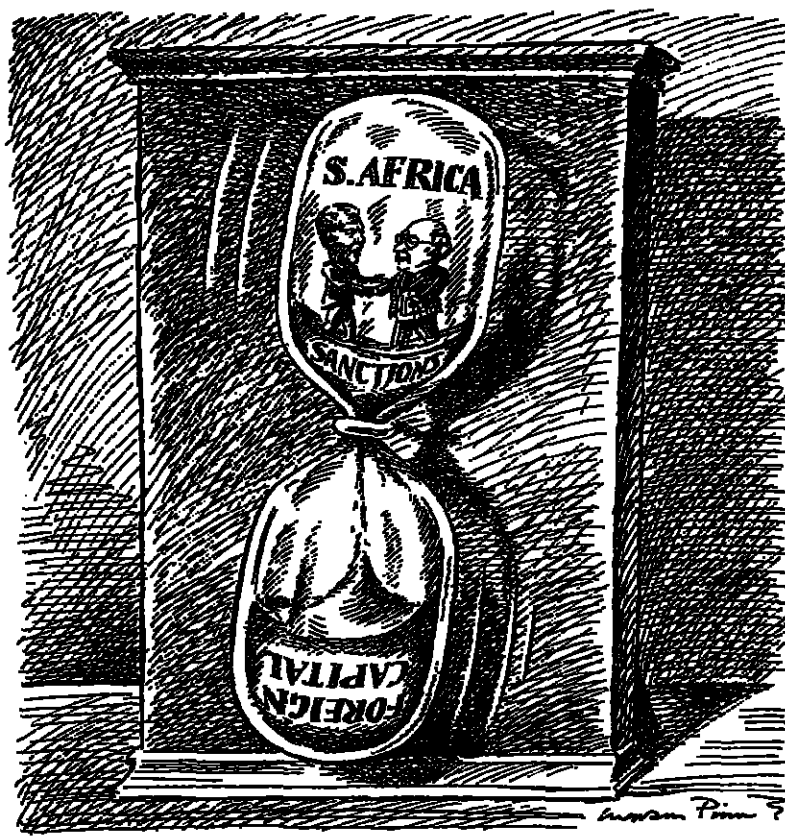
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## POLITICS TODAY

# Not yet time to lift sanctions

By Joe Rogaly



actions that he appreciates the importance of the ANC, which is beginning to look like the preferred future coalition partner of the African National Congress. This week a group of retired South African army officers visited the ANC in Lusaka. South African business leaders, led by Mr. Rolly, have expressed the same awareness of who the inheritors of the Afrikaners' political power are likely to be.

With the exception of Chief Buthe and Zephania Mothopeng, President Lucas Mangope, tribal leaders have shown by their actions that they, too, know which way the wind is currently blowing. When blacks finally get a chance to vote in a free contest the fiercely proud Pan Africanist Congress, or representatives of Black Consciousness, or others, may give us an unpleasant surprise. Meanwhile, ANC headquarters is the place to go.

This is where sanctions come in. It is impossible to estimate the effect of official sanctions on the rate of growth of the South African economy. So-called private sector sanctions have done the greatest damage. Banks and financial institutions have been understandably reluctant to invest in an unstable, partly Third World, country at the tip of Africa. This situation should not be used as an excuse for keeping official measures in place. Decisions to lift sanctions, made by the European Community, the Commonwealth, or the US Congress, would constitute signals to the boardrooms of the world's private lending institutions. When should these decisions be made?

The answer is, when the world becomes certain that Mr. Mandela and Mr. de Klerk will be able to persuade their own supporters that such-and-such a negotiated settlement is worth

President F.W. de Klerk is nearing the end of his nine-nation tour of western Europe. As he prepares to go home to South Africa tomorrow he will face an obvious question: "When should sanctions be lifted?" My answer is: very soon I hope - but when the time comes, not all at once.

This is an entirely political proposition. I shall seek to justify it, but first let it be acknowledged that the price in terms of economic hardship is being paid by South Africans, most of them black. Outsiders, including outside commentators, feel not a scratch.

Thus we all need to recall the harsh reality of our subject matter. I have seen for myself the dreadful conditions in which many black people are forced to live. Mrs. Lynda Chalker, the British Minister for Overseas Development, told a meeting of the South Africa Foundation in London on Tuesday. "A great proportion... live in shacks - and as many as one in six are homeless. Health care... is rudimentary." Mrs. Chalker is a Tory minister who has to do what she can to manage a miserably inefficient aid budget; nevertheless she did not prevaricate. She reminded us that black children had only a sixth as much spent on their education as their white counterparts. In Bophuthatswana, a South African tribal "homeland", there was just one doctor for every 16,000 inhabitants, as against one for every 7,000 in Botswana, Zimbabwe and Zambia.

The truth is that while South Africa is by far the richest country in black Africa it has one of the highest levels of economic inequality in the world. "It may be obvious to the economist," said Mrs. Chalker, "that a privileged life-style enjoyed by the few at the expense of the many cannot overnight be extended to all. But that is a hard message to sell to people who live in tin shacks miles from the nearest school or clinic."

This is where politics does battle with economics. There is no escaping the need for a redistribution of wealth and income, but if it is taken too far the generation of new wealth will cease. Fresh investment from outside is therefore imperative. Mr. Gavin Rolly, immediate past chairman of the Anglo-American Corporation, said on Wednesday that we probably need to invest \$20 billion over the next five years to bring higher standards of living to our swiftly increasing population and to properly address our social imbalances. As Mr. Rolly argued, economics therefore suggests a turnaround from sanctions to inward flows of investment. In my view politics tells us, wait a second or two - first ask how these desirable ends are to be achieved, and what kind of settlement will best achieve them?

The textbook answer is that the task can only be done by providing a climate in which free enterprise can flourish; that in turn requires the rule of law under a democratic government whose legitimacy is widely recognised, plus an electorate that can think through its pangs of hunger to a sophisticated appreciation of the

merits of a social market economy. President Gorbachev is gambling on the existence of such an electorate in the Soviet Union. We must pray that he knows what he is doing. The magic wand that can create the necessary polity in South Africa has not been invented. To achieve even an imperfect version of it will be a long, painfully slow process.

Mr. Rolly's speech, which reads like a lecture on current western economic thinking, is part of the effort that was delivered to a consultative "Business movement/ANC" conference in Johannesburg. The African National Congress, which is a coalition of whose allies is the South African Communist Party, will not be persuaded to abandon its socialist dreams by one conference. Yet it is encouraging that Mr. Nelson Mandela, addressing the same audience, gave an exposition of the ANC's views that showed that it is well worth trying.

He spoke of nationalisation as one option to be debated, repeated his belief in a multi-party system, talked about anti-trust laws in the US and the Monopolies Commission in Britain, floated the idea of a public housing corporation and so on. He did not expound a socialist blueprint. "We are very conscious of the critical importance of... the confidence... of both the national and the international business communities and investors," he said. "We can therefore have no desire to go out of our way to bash them and to undermine or weaken their confidence in the safety of their property and the assurance of a fair return on their investment."

It is here that we get the nub of the matter. There will be no democratic government, and no properly-tuned electorate, if some of the other Rip van Winkles of the ANC are not persuaded to accept that state socialism has been a miserable failure wherever it has been tried. Some readers may ask, why depend on the ANC? The answer is that in the absence of any elections or referendum the best available evidence suggests that Mr. Mandela and his colleagues command the support of the majority of South African blacks, and not a few coloureds and Indians plus a tiny sprinkling of whites. Chief Mangosuthu Buthe's Inkatha movement is pro-capitalist and anti-sanctions, but its support extends to a majority of Zulus at best.

Mr. de Klerk has shown by his

## LOMBARD

## Scant reward for the miners

By David Thomas

The Yorkshire and Nottinghamshire miners who reacted angrily to the news this week that up to 7,500 miners jobs are to go by 1993 have a point. British Coal's workforce has delivered everything that has been asked of it since the end of the miners' strike.

More than half the industry's jobs have been shed and almost 100 pits shut, while output from the deep mines has declined only a whisker. As a result, productivity has more than doubled. The claim by Sir Robert Haslam, British Coal's chairman, that the restructuring has been the most radical in recent UK industrial history is difficult to dispute.

The news of a further round of pit closures and job losses must seem scant reward for this effort. For there is no escaping the underlying brutality of Sir Robert's message this week. It was, in essence, the same as that delivered to the Ravenscroft steelworkers a week ago: the industry must shed jobs even if the workers continue to break productivity records.

Sir Robert did not put the point that bluntly. But the logic was inescapable. The coal industry is suffering a squeeze on its markets which is likely to intensify in the 1990s.

British Coal's three-year contract with the electricity supply industry, overwhelmingly its most important customer, means a 5m tonne cut in sales in 1993-95. For their part, the generators are planning to lessen their dependence on British Coal still further by boosting coal imports and gas-fired generation in the 1990s: they believe this strategy makes sense both commercially and environmentally.

The job of British Coal's management, as Sir Robert emphasised, is to continue to squeeze costs so that the maximum number of jobs can be defended against the competition.

A company in this position could normally expect the support of its shareholders and no doubt Sir Robert's statement this week was cleared by the Department of Energy. But the Government, as sole shareholder of British Coal, has

failed to deliver something which would be of immeasurable benefit to the corporation: clarity about its future.

The Government appears to blows first hot and then cold about the privatisation of British Coal, depending on who is installed as Energy Secretary at any one time. No sooner were senior managers at British Coal told to expect a sale shortly after the next election than the Government let it be known that no sale was likely before the middle of the decade.

This chronic confusion is adding to the air of uncertainty in the industry, which top management blamed in part for the rash of unofficial disputes in the Yorkshire coalfield last year. It is also potentially destabilising for the Government's larger game of introducing competition into the privatised electricity industry. The three year coal contracts, part of transitional arrangements for electricity's transfer into the private sector, were negotiated under heavy supervision from the Department of Energy. Civil servants will continue to take an equally keen interest in electricity's coal purchasing arrangements throughout the 1990s unless British Coal is privatised.

British Coal's top managers seem to be in two minds about living in a twilight zone between the Energy Department and a privatised electricity industry. Take coal imports as an example. On the one hand, they profess to be happy to leave imports to the market: the generators could not substantially boost imports without driving up the price of internationally traded coal. On the other hand, they appear comfortable with the coal industry's traditional way of influencing such decisions: a discreet word in Whitehall about the potentially devastating impact on jobs in the politically sensitive Nottinghamshire coalfield.

The Government is in danger of ensuring that coal and electricity, two industries whose fortunes are destined to be intertwined, live by quite different rules.

## LETTERS

## Committed to improving the quality of training

From Mr Michael Howard MP.

Sir, Your editorial comment ("Mr Howard's own goal," May 23) criticises the Government's funding of training.

Let me emphasise again that my aim is the upgrading of skills in the nation's workforce and the guaranteed provision of worthwhile training opportunities for school-leavers and long-term unemployed people. We are achieving this on a massive scale, through one training programme and through the enthusiasm of the new Training and Enterprise Councils.

Voluntary organisations have made a tremendous contribution to our training programmes. Contrary to the allegation in your editorial, the "groups on the margins of society" that you mention will continue to be expertly trained by voluntary organisations - and

other training organisations, including employers. Furthermore, training for these groups will continue to attract a more generous contribution from the taxpayer than do other participants in our training programmes.

Providers of employment training will on average have their grant not "sharply pruned" but reduced by 4 per cent compared to last year, when the funding included start-up costs. As you acknowledge, I can make no commitment to ensuring that every provider of training last year will remain a provider of training this year and every year after. My priority is to ensure that the training we need is provided, not that individual providers' livelihoods are secured.

You and I agree that the UK must increase its investment

in training. We disagree on the share of the investment to be borne by the taxpayer.

Let us put matters in perspective. Over the last four years government spending on training has increased by 60 per cent at a time when unemployment has fallen by 50 per cent. It is not in the least surprising that we are now seeing some adjustment in the context of the very sharp fall in unemployment that we have seen in recent years, the fall in numbers of school-leavers, and the increased contributions of employers to the cost of training.

Employers too must "invest" in human capital on the scale taken for granted in many competitor countries (your words). Many prominent UK employers, and the Confederation of British Industry (CBI), agree. There is every indica-

tion that employers are increasing their training investment: their contributions to the cost of the Youth Training Scheme (YTS) increased from £150 in 1985 and 1986, from £230m to £200m.

We remain completely committed to the government guarantee. I am personally committed to maintaining and improving the quality of training and to making sure that our people have the skills they need to compete in the 1990s. So are the many business-leaders and others who are actively involved in the Training and Enterprise Councils. All the indications are that together this is precisely what we shall achieve.

Michael Howard, Secretary of State for Employment, Caxton House, Tothill Street, SW1

## Towards a denial of democratic capitalism

From Mr Philip Chappell.

Sir, Two thoughtful contributions on May 23, John Plender's article on institutional ownership ("The limits of institutional power") and your editorial comment ("The role of shareholders") highlight the dilemma that now faces capitalism in the stock market.

Countless philosophers, from Adam Smith to Hayek and Popper, have emphasised that the moral justification of capitalism depends absolutely on millions of separate decisions being taken by consumers every day in a genuinely free market: the philosophy of capitalism and the politics of democracy go hand in hand.

But the present ownership of listed companies in the UK is rapidly becoming a denial of this pattern of democratic capitalism. Fiscal policy may have concentrated actual power in the hands of financial institutions, but it is trying to square an impossible circle if they are then asked to behave as owners rather than the trustees they really are.

The happier solution is to restore both power and ownership to millions of individual investors and allow them to make their own choices. Those who argue that individuals are ill-equipped to do so are denying the first principle of capitalism - and forgetting that David Ogilvy's aphorism: "The consumer is not a moron - she is your wife," is equally

applicable to personal investors.

It is against this philosophical background that the Coal Board Pension Funds' bid for Globe must be viewed. It is not their accountability so much as the reduction of shareholder choice, which is the key issue.

Government has tilted the fiscal playing field against the private investor - only the Government can show its genuine commitment to wider ownership by referring the bid. Philip Chappell, Association of Investment Trust Companies, Park House, 16 Finsbury Circus, EC2

From Mr Michael Franks.

Sir, Your editorial and John Plender's article describe a long-running issue - how can institutional power be effectively exercised to the benefit of corporate efficiency?

It is not necessary to equip institutions with managerial expertise across the entire industrial spectrum. Their muscle can be deployed, through their representative bodies, to make improvements to the system which is in place. The International Stock Exchange should be persuaded that, as a condition of quotation, all companies should appoint at least two independent directors. The authority of the independent directors should be increased by the adoption of model articles

monitored by the quotation department.

They could embody one or more of several well-discussed ideas (such as board committees which must approve certain corporate policies or actions; brief annual reports by the independent directors on the areas entrusted to them; the separation of the chairman and chief executive roles; the appointment and terms of service of the independent directors.)

At the moment, non-executive directors, often not really independent, can only advise and persuade in private, or blow a whistle in hopes that institutions will intervene, or resign: not a very impressive armoury. However well-qualified they can make no real headway against an entrenched management which thinks it knows better or does not want to hear.

If the institutions persuade the authorities that commercial realities should be adapted to live up to the legal theory - that boards monitor management - there will be no need for them to become shadow managers. They (and individual shareholders) can support independent directors equipped with real authority to protect shareholders' interests.

Michael Franks, Silicon Bridge, Webb's Barns, Mapledurwell, Basingstoke, Hampshire

## EC-wide poll needed for executive

From Mr Richard Laming.

Sir, Parliaments, whether national or European, will never be able to hold the Council of Ministers sufficiently to the account to fill the European Community's democratic deficit to which your editorial comment ("Europe for the people," May 17) refers.

The Council's members are elected by and answerable to separate electorates and therefore have no collective responsibility for decisions taken by qualified majority vote.

An executive can only be accountable if its members share a joint responsibility for its actions and are answerable to the same electorate.

Members of the Community's executive must therefore obtain their mandate collectively, and this can only be done via Community-wide elections, whether parliamentary or presidential.

Unless such an election becomes the means of choosing the executive, rather than a series of separate national elections for each member, the lack of accountability and the democratic deficit will remain. Richard Laming, President, City and Westminster European Society, 1 Whitehall Place, SW1

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## INSIDE

### Hoylake places half of BAT holding

Hoylake, Sir James Goldsmith's consortium which failed in its bid for BAT Industries, yesterday placed out over half its 1.25 per cent stake in the UK tobacco-based conglomerate. Around 19.1m shares have been sold via Salomon Brothers, the US investment bank. Some investors have elected to take shares in BAT rather than cash, and the remainder of the stake is being distributed directly to them. Page 30

### Barrels in the hedge

Hundreds of millions of barrels of oil, worth billions of dollars, are hedged for periods of up to 10 years by means of tailor-made swaps and options. No one knows precisely how big the market is, but it is growing rapidly and has begun to exert a significant influence on oil prices. Stephen Butler reports on the rise of trading in the longer-dated contracts for crude oil. Page 33

### Tarmac moves into Europe

Tarmac, the UK's biggest construction and building materials group, is setting its sights further afield with its first acquisition in mainland Europe. The group has paid £20m (\$33.87m) to acquire Barriard, a hardstone and limestone company, and for a 51 per cent stake in Sablières de la Nasse, a sand, gravel, limestone and ready-mix concrete company, both of France. Andrew Taylor reports on the implications of this and other moves into the Continent by UK building materials groups. Page 33

### Oslo polishes up its act

The Oslo Bourse is not sitting on its laurels. Last year it was one of the world's top performers, but such accolades have not blinded it to the need for reforms. The bourse must tackle three key issues — liquidity, the trading system, and its own credibility and professionalism — if it is to improve the prospects of companies anxious about raising capital as the EC single market approaches. Karen Fossil reports on the plans for change. Page 28

### Michelin on the offensive

The Michelin man is going on the warpath. The French tyre group has snapped up Uniroyal Goodrich, the big US tyre maker, in a bid to vanquish its rivals in an industry where the main players are battling hard for volume and market share. The move makes it the second most important player in a US market that accounts for up to 40 per cent of world car tyre sales. William Dawkins reports. Page 26

### Market Statistics

Base lending rates	48	London traded options	29
Benchmark Govt bonds	29	London traded options	29
FT-A indices	26.29	Money markets	48
FT int bond service	27	New int. bond issues	27
Financial futures	48	World commodity prices	38
Foreign exchanges	48	World stock index	47
London recent issues	29	UK dividends announced	37
London share service	48-41	Managed Fund Service	42-45

### Companies in this section

Airflow Steamlines	32	Globe Investment Ltd	31
American Stores	27	Grayfriars Invest	32
Apple Computer	27	Hellmuth	26
Architect (A)	33	Hillier	26
Arifco	28	Honda Motor	27
B&C	30	Hoylake	30
BAT Industries	30	KOD	27
BCH	28	Kanebo	27
BHH	31	Koito Manufacturing	27
Bank of Montreal	27	Kubota	27
Bank of New Zealand	27	Kyocera	30
Bennett & Fountain	30	Loyne Chemists	30
Blick	32	Lopez	30
Carter Hawley Hale	32	MEPC	28
Chilren Radio	33	Mecsa Leisure	28
Christiansia Bank	27	Mitsubishi Electric	27
Chrysalis	28	Mitsubishi Electric	27
Cogema	28	President Enterprises	27
Compass	32	Smith (James) Ests	27
Cyprus Minerals	28	Tarmac	30
Dobson Park	32	Thorn	30
Du Pont	32	Thorn	30
EW Fact	32	Toshiba	27
Elliott (B)	33	Unilika	27
Elwick	33	VPI	30
Fine Art Devs	31	Verson International	32
Fletcher Challenge	37	Westbury	30
Fujitsu	32	Wyndham Foods	31
Fulcrum in Trust	32	Whampton & Dudley	31
Gerrard & National	30	Young & Co's Brewery	31

### Chief price changes yesterday

NEW YORK (\$)		RUSSELL 2000		1470		120	
Base	62	24	13	3810	400	100	100
Base	62	24	13	3810	400	100	100
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Base	62	24	13	3810	400	100	100
Base	62	24	13	3810	400	100	100
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Base	62	24	13	3810	400	100	100
Base	62	24	13	3810	400	100	100
Base	62	24	13	3810	400	100	100

### LONDON (Pence)

BAT Ind.	703	19	581	60	16
BDA Hdg.	25	8	1046	17	17
Bentley	49	3	316	7	11
BT Group	75	4	515	12	12
BT Int.	286	8	488	20	20
BT Telecom	494	16	488	20	20
BT Televis	62	5	488	20	20
BT Televis	1100	28	274	10	10
BT Televis	733	21	457	7	7
BT Televis	190	14	313	8	8
BT Televis	253	11	313	8	8

## Thorn aims to sell lighting arm to GTE

By Michael Skapinker in London

THORN EMI of the UK said yesterday that it hopes to sell its lighting business to GTE of the US. The British group said it had decided its operation was not big enough to compete against the international industry leaders. Thorn had previously said it regarded lighting, its original business, as one of three sectors in which it could be a world leader. The others were electronics and white goods rentals and the music business. The sale of lighting would mark a further stage in the dismantling of the industrial empire created by Sir Jules Thorn, an Austrian immigrant who set up his own business selling lamps in the 1920s. Thorn and GTE said they signed a memorandum of understanding on Wednesday night and were now negotiating the price and terms of the transaction. Thorn EMI would not disclose how much it was asking for the business, but it is thought to be about £300m (\$507m). Thorn Lighting accounted for about 14 per cent of the group's pre-tax profit and turnover last year, generating £40m profit on sales of £461m.

A GTE spokesman said the deal would "strengthen our position in Europe." GTE, best known for its Sylvania brand, was interested in the UK company because of the globalisation of the lighting industry. The company had to seek out growth opportunities if it was to remain a major supplier. Mrs Sharon Christians, Thorn's director of corporate affairs, said consolidation in the world lighting industry had prompted the group to sell its interests. "We

were just not big enough to go it alone," she said. Last year General Electric of the US launched a joint lighting venture with Toshiba of Japan. GE also bought a 50 per cent stake in Tungsram, the Hungarian lighting manufacturer. In January, the General Electric Company of the UK sold its 51 per cent stake in GEC-Osram, the light bulb manufacturer, to Siemens of West Germany, its partner in the business.

"You've got the consolidation of the giants going on," Mrs Christians said. Although Thorn's lighting business was the fifth largest in the world after Philips of the Netherlands, GE, GTE and Osram, its turnover was only a quarter that of Osram, she said.

Since 1985 it has sold more than 60 other businesses, ranging from Innos, the semiconductor company, to Kenwood, the kitchen appliance maker. Thorn said it still believed it could compete internationally in the rentals and music businesses, despite its failure earlier this year to acquire Geffen, the US record label.

Thorn and GTE already have a joint lighting manufacturing venture in Italy. GTE held a minority stake in Thorn in the 1980s. It is still possible that Thorn will retain a minority stake in its lighting business, but this is thought unlikely. Thorn said it was too early to say how many jobs would be lost. The lighting division has 12,800 employees, 7,000 in the UK. The group admitted its failure earlier this year to acquire Geffen, the US record label.

## Fujitsu is prepared to take holding in ICL

By Alan Cane in Tokyo

MR TAKUMA Yamamoto, president of Fujitsu, the leading Japanese computer manufacturer, said yesterday that his company would be prepared to take an equity stake in International Computers (ICL) of the UK if the opportunity arose. His comments will fuel speculation over ICL's future. The group is a subsidiary of STI, the British telecommunications and information systems group, and Mr Arthur Walsh, STI's chairman, has made it clear over the

past few months that he has been looking for a partner to share ICL's heavy costs of research and development. Mr Walsh said last year that he favoured a Japanese partner because of the quality of that country's technology. Yesterday Mr Yamamoto said the two companies enjoyed good relations and there was strong trust between their respective senior managements. They would continue to work together. Details, Page 27

## Li Ka-Shing resists pressure to move companies from Hong Kong

By John Elliott in Hong Kong

MR LI KA-SHING, the leading Hong Kong entrepreneur, is coming under intense pressure from potential business partners in the US and Canada, as well as from directors of his main companies, to move his group's legal domicile to Bermuda before Hong Kong returns to Chinese sovereignty in 1997. But he is refusing to sanction the move for his HK\$70bn (US\$9bn) group, headed by Cheung Kong and Hutchison Whampoa — because it would hurt Hong Kong's fragile confidence. "To this hour I still say 'No'. But I cannot guarantee that I will ever because so many directors and shareholders keep asking the question 'Why not go?'" Mr Li said in an interview yesterday.

"They argue that there is nothing to lose, apart maybe from extra costs of legal fees. They say to me I will have protection for my assets in the US and Canada, and that it will help with overseas investment because some of our possible partners are worried. "However, the damage to confidence in Hong Kong would be great if we made the move, especially so serious as a few years ago." Last week, World International, part of the group built up by Sir Yue-Kong Pao, Hong Kong's other leading tycoon, announced it was moving the domicile of its Lane Crawford department store group to Bermuda. Bankers estimate that about 70 companies have made this move since the trend was

News that Toyota Motor, the biggest Japanese automobile maker, might invest in a vehicle plant in Czechoslovakia will raise hopes that Japanese companies are about to release a flood of capital into eastern Europe.

Nothing could be further from the truth. Six months after the historic breach in the Berlin Wall, Japanese businessmen and bankers are more interested than ever in gathering information about the region. Scarcely a week goes by without a fact-finding mission leaving Japan for eastern Europe.

But the travellers return talking more about the region's difficulties than its potential. There is little sign yet that the surge in Japanese interest will generate a significant increase in trade and investment — at least not in the next year or two. "There's great interest in collecting information," says Mr Iwao Ohashi, a researcher at the Japan External Trade Organisation, "but so far there have been almost no concrete proposals."

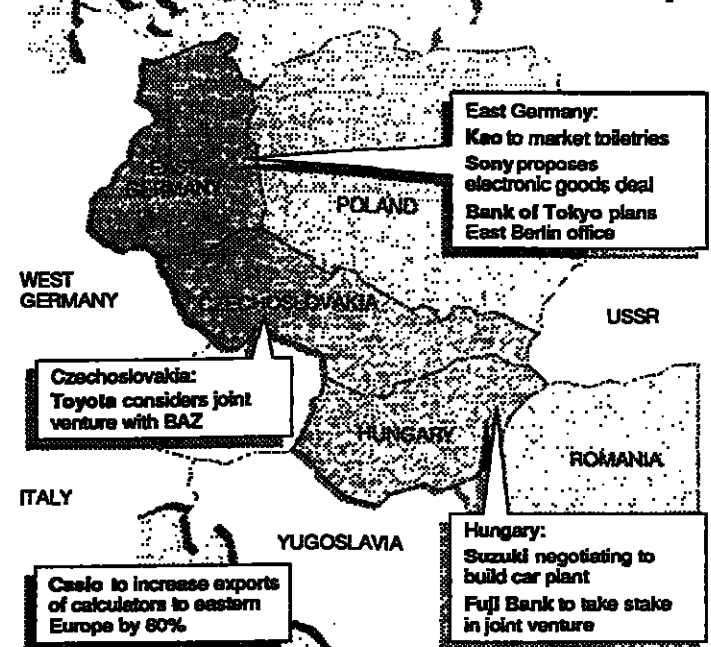
Even a Japanese Government pledge of \$2bn in aid to Poland and Hungary has done little to impress business circles. Japan joined the US and western European countries in promising assistance — and similar packages are under discussion for other eastern European states. But businessmen do not feel obliged to follow the Government's lead. They say the Government is acting mainly out of consideration for relations with the US not out of concern for eastern Europe.

Toyota itself said it had not made any decision about investing in eastern Europe. It was still at the stage of collecting information. However, C. Itoh, the trading house which is Toyota's adviser in the region, confirmed the car maker was considering proposals for a joint venture with Bratislavské Automobilové Zavody (BAZ), a large vehicle plant in Bratislava, in Czechoslovakia. According to the Czech Government, Toyota is one of seven foreign automobile groups which have expressed interest in modernising the factory.

The contrast between the ambition of the Czechs and the caution of Toyota reflects the enormous gulf in knowledge and experience which separates Japan from eastern Europe. Japanese companies cannot move quickly in the region because the range and depth of their contacts is tiny in comparison with those of Europeans and Americans.

Trade with eastern Europe made up only 0.3 per cent of Japan's total trade last year. In 1989, Japan's share of western exports to the region was 3.3 per cent against West Germany's 42.5 per cent. Of the 3,200-3,400 joint ventures signed by western companies by the end of March 1990, Japan accounted for under 40. Numbers are not everything. The US share of exports to the region is little more than Japan's — at 3.7 per cent of the 1988 total.

## Potential Japanese investments in eastern Europe



## Japan holds off in eastern Europe

Interest has not yet been followed up with cash, writes Stefan Wagstyl

But Japan lacks the historic ties which link the US and western European countries to eastern Europe through immigrant communities. Mr Katsuhiko Fujiwara, director of the economic co-operation department of the Kaidanren, the employers' federation, said: "There's hardly anyone in Japan who knows the languages let alone the culture or history."

Virtually the only Japanese companies with offices in eastern Europe are the large trading houses, including C. Itoh, Mitsubishi, Mitsu and Sumitomo. Officials at the Japanese Ministry of International Trade and Industry declined even to hazard a guess at how many missions have been sent from Japan since the wave of political revolution swept through eastern Europe last autumn. Apart from filling hotel rooms, the benefits to eastern Europe have so far been very meagre. Far from increasing, bilateral trade has stagnated over the last year. Just two companies have announced agreements to pursue joint ventures.

One is Suzuki Motor which is negotiating to build a ¥20bn (\$132m) plant for producing 15,000 compact cars a year in Hungary. This is a substantial scheme. With further investment, Suzuki might raise output later to 50,000 and even 100,000 cars a year. It could bring widespread benefits to Hungary by encouraging the

monetary policy and economic stability. However, Japanese companies recognise that, in East Germany, West German companies have an enormous head start.

Next on the list is Hungary which started its economic reform well before last year. Japanese banks like the fact that its external debts are well covered by export earnings.

Czechoslovakia is above Poland because of its better-developed industrial base although there are doubts in Tokyo about the commitment of Prague to introducing free market policies. Poland is lauded for the courage of its Government in tackling reform head-on but there is grave concern that the result could be economic chaos. Bankers are loathe to consider new loans to a country with accumulated debts of \$40bn.

Japanese bankers shake their heads at the prospect of lending money to eastern Europe. They say they made the mistake of relying on government guarantees when lending to Latin America.

Even the large trading houses are in no hurry to rush into big new ventures. An official at Mitsubishi said: "We have no plans to expand yet. Maybe, in five or 10 years, these countries will have sorted out their reforms." In the meantime, companies would concentrate on small investments.

Matsushita Electric Industrial, the largest electronics group, has sales offices in Vienna and Moscow and planned to open one in Budapest next month. But its exports are small — ¥18bn worth to the whole region, including ¥12bn to the Soviet Union, out of annual sales of ¥6,000bn.

Toshiba, another big electronics combine, said it had been watching events closely but had no definite plans. Nissan Motor, the number two car maker, has sent a fact-finding mission but has not reached any decisions. In the virtual absence of concrete plans, observers are free to speculate what might happen. Mr Ohashi at Jetro says the best bet for Japanese manufacturers may be to tie investments in eastern Europe with plants in the European Community. Japanese businessmen like the idea of using low-cost labour for assembly and other work. Products made in eastern Europe would be regarded as European-made and so would not run into the restrictions which might face exports from Japan, particularly after 1992.

But Japan's moves in eastern Europe pale into insignificance in comparison with its activities in developing countries in East Asia. Japanese businessmen are not too worried that Germans and Americans are getting a head start in eastern Europe when they believe there are better prospects closer to home. Those who are really convinced there is money to be made dealing with communists and ex-communists go to China. At least they feel they know the Chinese.

## Remember young Arnie Weinstock, corporate raider and master builder?

His GEC grew and grew, then lost its way.

Arnie's finished, some said. GEC's a goner.

GEC did go — abroad, to join up with Americans, Germans, French, you name them.

Lost independence? Or a giant poison pill? One clue is to see who's running things.

Lord Weinstock of Bowden. Arnie to his friends.

Still on top.

The Economist

## BT shares rise despite profits fall

By David Owen in London

THE LEGACY of Project Sovereign failed to spoil the party when British Telecom unveiled its results for the year to March 31 yesterday.

A £390m (\$660.5m) exceptional charge relating principally to the group's sweeping reorganisation plans resulted in a 5.5 per cent decline in pre-tax profits to £3.3bn from £3.44bn a year ago. But the shares rose 9p to 286p in a declining market, taking heart from the group's underlying strength as indicated by a 10 per cent growth by volume in inland calls.

The group also reported a 10.7 per cent increase in exchange line rentals. All told, turnover advanced by 11.2 per cent to £12.52bn from £11.07bn in 1989. Earnings per share slipped marginally to 25.5p (25.5p). A final dividend of 7.15p (6.25p) was recommended, making a total of 11.5p (10.5p) — up 12.4 per cent.

The group's net interest charge was £144m higher than the previous year at £484m, with the increase due primarily to the cost of financing last year's £1.37bn investment in McCaw, the US cellular telephone company. This was covered 6.6 times by operating profits.

The new balance sheet shows net debt at 45 per cent of shareholders' funds. According to Mr Barry Romeril, the finance director brought in from the industrial conglomerate, ETR, more than 80 per cent of the company's debt is at fixed interest rates.

Describing the group's final quarter as "particularly good," Mr Iain Vallance, chairman, said that demand for the group's services had "held up well despite a slow down in the UK economy."

get on a par with a good Bell regional operation in the US." Mr Romeril said that the "major part" of the £390m charge related to previously-announced staffing reductions but that a portion represented the cost of rationalising the group's cable television interests.

He said the charge was designed to cover redundancy costs over more than two years, "but not much more." The group, which employed 246,000 people at its latest year-end, intends to cut its 40,000-strong managerial and professional workforce by between 4,000 and 5,000 over the next year.

Some 10,000 jobs a year are expected to be shed over the next three years. The group said it made £4.9m per day in after-tax profits, while investing £6.5m per day in the UK and £11.1m per day overall. Lex, Page 24



## INTERNATIONAL COMPANIES AND FINANCE

## UK property group warns of falling values

Paul Cheeseright, Property Correspondent

MEPC, the UK's second largest property investment and development group, has warned of falling values in the commercial property sector, confirming the worst fears of an already jittery stock market.

The property share market, which on Wednesday drew solace from the announcement of a slight increase in net asset value by Land Securities, the biggest UK property group, weakened as buying support evaporated. MEPC shares were 20p lower at 43p.

"The projected surpluses on some of our developments will have been eroded by the recent weakening of investment yields, and some values in the investment portfolio may be under pressure if adverse sentiment continues," said Sir Christopher Benson, to MEPC chairman, announcing half-yearly figures for the group.

MEPC, which has a property portfolio worth £3.7bn at the last valuation in September 1989, has published net assets per share of 88p. Although 16 per cent of the portfolio is overseas, brokers have been mainly concerned about movements on the UK market and are predicting at best only a

very small increase in this figure at September 1990.

MEPC, however, in the six months to last March had pre-tax profits of £7.4m, over 20 per cent more than in the same period of 1989. Its earnings per share rose in line to 16.5p. The interim dividend is being raised by 10.5 per cent to 5.25p a share.

The strength of MEPC's revenue stream, similar to that of Land Securities but on a smaller scale, is based on rental income. This continues to rise strongly as rents on properties in the portfolio move up to the levels established on the market in recent years. "We expect to achieve a satisfactory increase in our earnings for the year," said Sir Christopher.

His optimism about earnings and his pessimism about values reflect the split in the UK commercial property market. The leasing market is relatively strong, though not as vibrant as in 1988-89. But the investment market, soured by high interest rates, has become very sluggish; this is causing severe problems for highly-gear development companies.

## New heads at BCI and Credito Italiano

By Haig Simonian in Frankfurt

ONE OF the longest periods of rumour and uncertainty in Italian finance was finally brought to an end yesterday with the appointment of Mr Sergio Siglienti as the new chairman of Banca Commerciale Italiana (BCI) and of Mr Piero Barucci as the managing director of Credito Italiano.

The appointments to the two public-sector banks appear to be broadly neutral in political terms, scotching the worst fears of greater politicisation in the Italian banking system.

They would also appear to mark something of a setback to

Mediobanca, the powerful Milan-based merchant bank. Both Mr Enrico Braggiotti and Mr Lucio Rondelli, who are stepping down as chairman of BCI and managing director of Credito Italiano respectively, had been more closely associated with Mediobanca than their two successors.

The surprise among the announcements made by IRI, the Italian state holding company, is the decision by Mr Barucci, current chairman of Monte dei Paschi di Siena, to switch to a seemingly junior job at Credito Italiano in Milan.

## Cogema to expand with Australian mines deal

By Kenneth Gooding, Mining Correspondent

COGEMA, THE state-owned French nuclear fuels group and the western world's biggest uranium miner, aims to crystallise its strategy of developing an international gold company based in Australia, a medium-sized, Sydney-based company.

As part of the deal, Arimco (Australian Resources Investment and Mining Company) will take over La Bourneix near Limoges, one of western Europe's biggest gold mines with an annual output of 43,000 troy ounces a year, which is being raised to 60,000 ounces.

La Bourneix and Cogema's gold exploration activities in Australia will be exchanged for 132m new Arimco shares. Cogema (Cie Generale des Matieres Nucleaires) will also buy 45.6m Arimco shares and 4.4m partly-paid Arimco shares from Mr Rodney Henspeith, who currently controls the Australian company and will continue as executive chairman. He will also keep about 10 per cent.

The French group, which will own 81.3 per cent of Arimco's enlarged capital, will pay 68 cents each for the fully-paid Arimco shares and 39 cents each for the partly-paid.

Arimco shares have recently traded in Sydney in the 55 to 60 cents range. Arimco, which was advised by Rothschild Australia, early this year was transformed into an operating mining company when it bought most of Cyprus Minerals' Australian assets, including the Gidgas gold mine in Western Australia and investments in three other producing mines.

The addition of La Bourneix will boost Arimco's annual gold production to 150,000 ounces. Cogema said yesterday it intended to lift this to 250,000 ounces a year by providing financial and technical support to enable the Australian company to quickly bring its extensive portfolio of gold properties into production.

## Brash Michelin throws down the gauntlet

William Dawkins looks at the battle for market share between the world's tyre makers

Michelin chose an audacious moment to make its \$1.5bn takeover of Uniroyal Goodrich of the US, turning itself into the world's largest tyre maker just as the car industry looks to be drifting into its next downturn.

This move amounts to a declaration of war against Michelin's rivals in an industry where the main players are battling hard for volume and market share. It could even contribute to an expected slight fall in the French group's profits this year by pumping up group debt at a time when demand in the US and Europe is starting to deflate.

The weakness of demand was underlined only a few days ago with the publication of industry figures showing a 4 per cent decline in western European car registrations between March and April.

Yet Michelin and the analysts who try to follow this secretive company agree that the French group had no choice but to snap up what was the last big US tyre maker available for sale before one of its competitors did.

The move makes Michelin the second most important player in a US market that accounts for up to 40 per cent of world car tyre sales, a target it has had in its sights since the early 1970s. It lifts Michelin's share of the \$46bn per year world tyre market to an estimated 21.5 per cent.

In the process, the French company has at last stepped

ahead of its nearest competitors, Goodyear Tire & Rubber - the last independent US tyre maker and US market leader - and Bridgestone of Japan, which only two years ago outbid Michelin and Pirelli for Firestone Tire and Rubber of the US. Goodyear and Bridgestone now hold around 17 per cent each of the world tyre market, and would love to turn back the French invasion.

Global scale is clearly important to Michelin's attempts to match the internationalisation of its car manufacturing customers, which account for roughly half of world tyre sales, with the rest going to tyre dealers. The Uniroyal deal leaves it with around a quarter of sales in the US, 70 per cent in Europe, and the rest in Asia.

Family controlled Michelin has always been discreet about its own affairs, a deliberate and probably sensible policy that reflects the importance of keeping technology out of the hands of rivals.

Having invented the steel radial tyre in 1946, Michelin does not want to lose its technological edge now. Neither does it want to allow unwanted publicity to dilute the results of its research and development, the cost of keeping its technology up to scratch.

That said, there are several obvious strategic reasons why Michelin needed Uniroyal Goodrich, which last year made a net profit of just \$11.8m



WORLD TYRE INDUSTRY

on sales of \$2.2bn. For one thing, volume matters in an industry where profit margins are under increasing pressure. Many analysts are now revising their forecasts of six months ago, that world tyre demand would grow by a 2 to 3 per cent in the next few years, and are instead predicting a flat market.

Economies of scale in R&D are even more important, given that this is the last spending area which the technology-led Michelin will consider for cost cutting. The group's philosophy holds that the big tyre makers clearly make more money on their own brands rather than those they make for sale under a local dealer's name, the ability to provide private brands at all is a valuable entry ticket to the profitable replacement market.

Uniroyal Goodrich means

market when motorists make up their own minds on which brand to choose.

Also, Michelin knew that the way US tyre distribution is organised effectively barred large parts of the market to independent foreign suppliers like itself. As in most countries, the US market splits roughly half and half between suppliers to car producers, a high-volume low-margin business, and supplies to tyre dealers for the replacement market, a quirky low-volume business with fatter margins.

Typically, US tyre dealers like to offer two or three world class premium brands plus their own so-called private brand, made under contract by a leading tyre producer. Uniroyal Goodrich has the big advantage of being the US leader in private brands, where it holds 8 per cent of the market, with 16 per cent of overall US tyre sales.

On average, private brands make up half of US replacement tyre sales and sell at a discount of at least 30 per cent against the big brands, which is not the disadvantage to the leading producers it might seem. While the big tyre makers clearly make more money on their own brands rather than those they make for sale under a local dealer's name, the ability to provide private brands at all is a valuable entry ticket to the profitable replacement market.

Uniroyal Goodrich means

Michelin can for the first time offer US tyre dealers the full menu of products they demand: two big US brands, a private label and the two Michelin brands. Michelin and Uniroyal Goodrich's \$2.6bn takeover of Firestone in 1988.

Outside the replacement market, Uniroyal Goodrich brings Michelin a big share of supplies to General Motors, the world's largest car producer, though there is no insurance that the contract will last. It also has a similar image as a producer of high performance low profile tyres in the US as does Italy's Pirelli in Europe.

Michelin has been aware since the middle of last year that a car industry downturn was coming and planned accordingly. Heavily indebted by the Uniroyal Goodrich deal, it announced two months ago that it would freeze non-essential investment and hold this year's stocks at last year's level.

In previous cycles, Michelin has noticed that a reduction in demand from car producers has tended to feed through two years later to an increase in demand from the more profitable replacement market. The group finds itself having to digest its largest ever acquisition just at the moment that the US and European tyre markets are entering a limbo in between these two phases.

◆ This is the first in a series of articles on the world tyre industry.

## Norway bank needs Nkr900m

By Karen Fosell in Oslo

CHRISTIANIA Bank, Norway's second largest bank, needs to raise some Nkr900m (\$140.8m) to strengthen core capital if it is to meet Bank of International Settlements' capital adequacy requirements and fulfil ambitious expansion plans.

Assuming asset growth of between 10 and 15 per cent, of which 4.5 per cent would qualify as core capital, the bank may be able to increase core capital by Nkr2bn by 1992, according to Sverre Rostoft, chief executive from July.

To achieve this, Mr Rostoft said the bank would rely heavily on increased earnings which, he implied, could be

boosted by expanding its position in Scandinavia and into new, lower risk business areas such as insurance and residential mortgage lending.

He said Christiania had reached a self-imposed limit for expanding individual commercial loan portfolios because of their size in relation to the bank's core capital. The bank has carved a niche in providing loans to industries such as shipping, transport, energy, forestry and fish-farming.

Earlier this month, Standard & Poor's lowered Christiania's Eurocommercial paper and certificates of deposit ratings together with the bank's US

commercial paper programme. Svenska Handelsbanken has been given the go-ahead to raise Nkr1.2bn (\$195.2m) in a small Norwegian bank. The SKR12m deal marks the first trans-Nordic bank takeover.

Oslo Handelsbanken has requested to be stricken from the Oslo house because of the deal, which put 89 per cent of the bank's shares in the hands of Svenska Handelsbanken.

Oslo Handelsbanken posted first quarter profits of Nkr8m, against Nkr12.4m in the same period last year, in spite of a decline in credit losses to Nkr5.8m from Nkr8.4m.

## Hafnia seeks partner for industrial insurance unit

HAFNIA, Denmark's second largest life group, is looking for a partner to take a 50 per cent stake in a planned industrial risk insurance subsidiary, Beater reports.

The unit will operate under the terms of the EC's second non-life insurance directive, due to take effect in July, which permits cross-border competition for insurers offering industrial risk coverage to companies of a certain minimum size.

Hafnia has experience in industrial risk through its acquisition in October of the FLS Industries engineering

and building materials group. Hafnia also expects to expand in the life insurance sector, especially in southern Europe.

Some 30 per cent of Hafnia's share capital is foreign-owned, while the foreign proportion of the group's business rose to 34 per cent last year from 27 per cent in 1988 and will be close to 50 per cent when the business of British Pacific Group, which was acquired last year, is included.

Hafnia reported 1989 pre-tax profit of Dkr2.56bn (\$408.3m), up 5 per cent, while shareholders' equity rose to Dkr6.35bn from Dkr5.86bn.

## WEDEN ANNUAL REPORT INDEX 1990

million and the result in 1989 increased by 16 per cent to GBP 34 million.

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Lennart Nilsson  
President and CEO  
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## SWEDEN ANNUAL REPORT INDEX 1990

## FT-ACTUARIES SHARE INDICES

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EQUITY GROUPS						Friday May 25 1990					The Index	Wed	Tue	Year	
& SUB-SECTIONS											24	23	22	ago	
Figures in parentheses show number of stocks per section						Index No.	Day's Change	Est. Earnings Yield (%)	Gross Div. Yield (%)	Est. P/E Ratio (25%)	nd adj. 1980 to date	Index No.	Index No.	Index No.	Index No.
															(approx)
1	CAPITAL GOODS (199)	876.63	-0.3	13.23	5.17	9.15	15.78	878.99	867.52	860.37	981.29				
2	Building Materials (27)	1095.65	-0.4	14.39	5.42	8.58	21.22	1100.42	1078.44	1066.99	1249.97				
3	Contracting, Construction (36)	1349.72	-0.4	17.57	5.99	7.42	33.20	1354.70	1349.29	1350.19	1704.00				
4	Electricals (10)	2524.25	+0.5	6.31	10.92	10.92	61.43	2511.17	2459.09	2340.54	2881.96				
5	Electronics (29)	1861.87	-0.6	9.75	3.98	13.27	19.33	1872.87	1874.64	1870.23	2265.25				
6	Engineering-Aerospace (8)	470.93	-0.5	13.78	4.94	8.65	9.31	473.47	462.70	450.39	600.00				
7	Engineering-General (43)	478.33	+0.3	11.93	5.23	10.13	8.17	477.04	467.16	464.67	600.00				
8	Metals and Metal Forming (6)	493.90	+1.1	23.70	6.31	4.74	0.53	488.70	481.85	480.03	550.99				
9	Motors (16)	349.52	-0.7	15.77	6.45	7.40	9.56	347.20	331.13	329.63	328.78				
10	Other Industrial Materials (24)	1589.39	-0.9	11.15	5.01	10.36	33.09	1604.60	1589.52	1568.75	1606.24				
11	CONSUMER GROUP (178)	1261.42	-0.7	9.56	3.97	12.97	12.56	1270.78	1256.89	1243.70	1219.35				
12	Brewers and Distillers (21)	1558.58	-0.2	9.92	3.80	12.21	12.62	1563.52	1484.07	1473.10	1310.71				
13	Food Manufacturing (20)	1067.58	-1.7	10.55	4.49	11.72	16.98	1086.42	1078.47	1075.03	1065.66				
14	Food Retailing (16)	2427.17	+0.3	9.36	3.34	13.72	22.97	2419.20	2391.56	2364.54	2224.63				
15	Health and Household (14)	2564.42	-2.6	6.74	2.71	17.67	20.36	2631.99	2597.71	2549.82	2250.95				
16	Leisure (32)	1412.89	-0.2	10.14	4.31	12.01	18.28	1409.95	1403.42	1394.80	1671.48				
17	Packaging & Paper (12)	1522.11	+1.0	12.61	5.82	10.14	11.85	1576.32	1571.97	1571.46	1738.43				
18	Publishing & Printing (16)	3342.21	-0.1	10.02	5.37	12.57	50.81	3346.87	3311.54	3288.22	3540.61				
19	Stores (35)	785.14	-0.1	11.39	4.81	11.32	2.25	785.14	777.08	765.22	817.29				
20	Textiles (12)	491.96	-0.1	13.16	7.27	9.67	13.26	492.65	480.31	473.02	548.11				
41	OTHER GROUPS (105)	1113.53	-0.5	11.25	5.01	10.68	10.37	1149.82	1139.35	1135.78	1105.83				
42	Agencies (17)	1590.99	-0.2	6.34	24.88	19.08	14.99	1593.18	1577.28	1569.86	1406.41				
43	Chemicals (23)	1247.04	-0.7	11.38	5.30	10.28	28.52	1256.36	1242.30	1229.09	1264.99				
44	Conglomerates (14)	1614.88	-0.6	10.44	6.12	11.51	14.41	1624.44	1611.55	1609.36	1600.94				
45	Transport (13)	2227.12	-0.2	11.25	4.50	11.23	26.91	2231.09	2216.38	2211.24	2487.72				
46	Telephone Networks (2)	1153.60	-0.6	11.01	4.44	11.82	0.90	1160.00	1146.37	1141.34	1114.26				
47	Water (10)	1940.96	-0.8	17.95	6.98	14.17	0.00	1955.71	1934.07	1921.66	0.00				
48	Miscellaneous (26)	1722.00	-0.6	10.06	4.93	9.46	18.70	1732.59	1725.21	1721.88	1512.07				
49	INDUSTRIAL GROUP (482)	1142.08	-0.6	10.99	4.59	11.08	13.32	1148.54	1136.04	1127.38	1148.27				
50	OIL & GAS (18)	2289.63	-1.1	11.85	5.31	11.14	46.43	2314.48	2263.27	2282.10	2023.80				
51	500 SHARE INDEX (500)	1238.06	-0.6	11.11	4.61	11.09	15.95	1245.98	1230.45	1221.75	1222.91				
61	FINANCIAL GROUP (108)	783.75	-1.5	5.85	5.85	5.85	18.66	796.99	783.27	780.94	738.00				
62	Banks (9)	822.76	-2.9	19.95	6.35	6.56	25.62	847.58	834.58	830.28	728.38				
63	Insurance (Life) (7)	1365.96	-0.8	5.38	5.38	5.38	36.94	1377.24	1341.00	1331.04	1083.81				
64	Insurance (Composite) (6)	661.19	-2.3	6.25	6.25	6.25	19.43	676.60	667.89	661.97	663.74				
65	Insurance (Brokers) (7)	1069.40	-0.2	8.09	6.09	16.28	27.41	1067.54	1054.62	1061.97	994.57				
66	Merchant Banks (7)	440.55	+0.2	4.32	4.32	4.32	4.89	439.53	432.50	434.10	331.28				
67	Property (47)	1092.98	-0.6	6.10	4.17	15.81	6.35	1086.01	1070.57	1068.26	1317.31				
68	Other Financial (25)	309.67	-0.3	14.39	7.21	9.10	4.54	310.67	304.55	304.05	345.07				
71	Investment Trusts (67)	1197.72	-0.2	5.24	5.24	5.24	10.73	1199.85	1184.32	1185.63	1182.63				
72	Real Estate Trusts (13)	863.19	-0.2	8.68	8.98	13.65	4.67	864.00	859.74	858.77	811.57				
99	ALL SHARE INDEX (680)	1129.04	-0.7	-	4.82	-	16.34	1137.50	1122.64	1121.74	1103.81				
						Index No.	Day's Change	Day's Low/High	May 23	May 24	May 25	May 26	May 27	May 28	Year Ago
FT-SE 100 SHARE INDEX						2287.4	-23.9	2338.1	2287.3	2311.3	2282.1	2262.4	2284.4	2271.1	2146.9



## INTERNATIONAL COMPANIES AND FINANCE

## American Stores earnings jump 30% in first quarter

By Karen Zagor in New York

AMERICAN STORES, the largest US supermarket chain, yesterday reported strong first-quarter earnings, reflecting the company's improved bottom-line performance.

Net income for the first three months jumped nearly 30 per cent to \$27.9m or 81 cents a share from \$21.5m or 57 cents a year earlier. Sales grew 3 per cent to \$5.45bn from \$5.21bn.

The Salt Lake City-based company recently settled an 18-month anti-trust battle with the state of California by agreeing to dispose of 161 outlets.

Carter Hawley Hale Stores, a highly-leveraged US retailer, yesterday extended its third-quarter loss to \$6.6m or 14 cents a share from \$3.2m or 25 cents a year earlier.

Sales in the three months ended May 5 fell to \$590.5m from \$595.8m a year ago. The previous year's sales include the Emporium store in northern California, which has been closed since the earthquake last year.

The decline in earnings in the latest quarter reflect a \$3.5m pre-tax charge because of a change in last-in, first-out method of accounting for inventories compared with a \$1m credit the previous year.

Excluding the LIFO provision, gross margin in the 1990 quarter was 28 per cent of sales compared with 28.7 per cent the previous year.

Selling, general and administrative expenses fell to 22.1 per cent of sales from 22.6 per cent in 1989.

For the first nine months, Carter Hawley Hale had net income of \$10m or 40 cents a share against \$14.7m or 61 cents in 1989. Sales grew to \$2.28bn from \$2.15bn. Earnings in both years include a number of special items.

The Los Angeles-based company has been struggling under a debt-load of about \$1.7bn, most of which it acquired in 1987 when it avoided a takeover by The Limited Inc by spinning off its specialty store units into the Neiman Marcus Group and giving shareholders a \$17-a-share dividend.

Shares in the company, which last year traded in a range of \$7 to \$14, lost 54 to 85 at mid-day yesterday on the New York Stock Exchange.

## Sony's income soars by 42%

By Martina Gannon in Tokyo

SONY, which yesterday announced it will invest ¥10bn in a new television making plant in Spain, the company's fourth in Europe, had consolidated net income of ¥102.8bn (\$680m) in the year to March 31, a 41.9 per cent increase on the previous year.

The group, which includes Sony's 576 subsidiaries and three affiliates, reported that total sales rose 34.2 per cent to ¥2,879.8bn as demand grew for audio equipment and televisions, particularly large-screen colour sets.

Compact disc players, video cassette recorders, camcorders, workstations and telephones also sold well, but demand for semiconductors increased only slightly, the company said. Consolidated pre-tax profit was up 37.4 per cent to ¥227.4bn.

The parent company's sales rose 22 per cent to ¥1,536.4bn and net income was ¥58.1bn, up 38.5 per cent. Pre-tax profits increased 20.7 per cent to ¥98.2bn.

The company will add ¥5.40 to its annual dividend bringing the payment up to ¥50 per share.

The group, which acquired Columbia Pictures Entertainment and Curb Pictures Entertainment in November last year, had extraordinary profits of ¥4.6bn from securities sales and funds returned from its loan loss reserve. It recorded an extraordinary loss of ¥2bn to cover evaluation losses on subsidiary equities.

Sony forecasts sales rising 12 per cent in the current year to ¥1,720bn, with pre-tax profits up 29 per cent to ¥120bn.

Its Spanish investment will total about ¥26.5bn and will start in late 1991, spreading losses on subsidiary equities.

Sony plans to boost group capital expenditure to some ¥350bn from ¥323.7bn. The semiconductor division will receive some ¥70bn, the single biggest portion.

## Good year for Hitachi and Toshiba

By Ian Rodger in Tokyo

JAPAN'S BIG electrical and electronics groups all reported substantial increases in profits in the year to March, thanks to higher sales and improved margins, especially in their electronic products, and all four have raised their annual dividends.

Hitachi, the largest, had a 13 per cent jump in sales of information and communication systems and electronic devices to ¥1,594.3bn (\$105.6bn). Sales of industrial machinery and plants also grew 13 per cent to ¥353bn and sales of power systems and equipment, previously in the doldrums, rose 16 per cent to ¥753.3bn.

However, consumer product sales fell 10 per cent to ¥483.7bn, in part due to the abolition of luxury taxes on some of them in Japan last year.

The dividend was raised from ¥9 per share to ¥11, of which ¥4.5 was paid at the interim stage.

Hitachi's consolidated net income rose 14 per cent to ¥210.9bn on sales up 11 per cent to ¥7,077.9bn.

	Revenue		Pre-tax profit		Net profit	
	Yen	%	Yen	%	Yen	%
Hitachi	3,625.3	+9	220.8	+15	115.0	+15
Toshiba	3,069.9	+5	201.8	+35	96.9	+58
Melco	2,387.8	+7	135.3	+48	56.1	+73
Fuji Elec	545.2	+14	20.1	+29	10.9	+52

Toshiba said strong domestic demand, especially in information and communication systems and electronic components, where sales rose 12 per cent to ¥1,716.9bn, helped the company to reach record sales and profits.

The company's Dynabook notebook computer, introduced last summer, was a particular success.

Heavy electrical apparatus sales rose 8 per cent to ¥671.2bn while consumer product sales fell 12 per cent to ¥672.8bn.

Exports were virtually unchanged at ¥895.5bn. The company is raising its annual dividend from ¥8 to ¥10 of which ¥1 is a special dividend to commemorate the

50th anniversary of its formation through the merger of Tokyo Electric and Shibaura Manufacturing. An interim dividend of ¥4.5 has already been paid.

Toshiba's consolidated net income was up 10 per cent to ¥131.8bn on sales of ¥4,251.9bn, up 12 per cent.

Mitsubishi Electric (Melco) said its big profit gain came from sales gains in almost all sectors. Heavy electric machinery sales were up 6 per cent, helped by brisk orders from manufacturers and electric power companies.

The data communications and electronic devices division and the industrial machinery and automobile equipment division both registered sales

increases of 11 per cent. The company's annual dividend was raised from ¥8 to ¥9, of which ¥4.5 was an interim payment.

Melco's consolidated net income jumped 44.3 per cent to ¥76.5bn on sales up 9.6 per cent to ¥2,976.4bn.

Fuji Electric said sales of most divisions increased, especially of heavy electric machinery, factory automation equipment and electronic devices.

Profits were boosted by the favourable effects of a three-year cost-cutting programme completed last year.

The company is raising its annual dividend from ¥6 to ¥7, of which ¥3.5 was paid at the interim stage.

All four companies are looking for more modest profit growth this year. Hitachi is forecasting a pre-tax profit of ¥226bn, up 1.9 per cent; Toshiba is looking for ¥210bn, up 4 per cent; Melco ¥140bn, up 3.4 per cent; Fuji expects its pre-tax profits to reach ¥22bn, up 9.4 per cent.

## Bank of Montreal 7.5% ahead

By Bernard Simon in Montreal

STRONG growth in Canadian dollar loans and lower loan loss provisions helped Bank of Montreal lift second-quarter earnings by 7.5 per cent.

Net income reached \$117.3m (\$496.3m) or 94 cents a share in the three months ended April 30, up from \$109.1m or 90 cents a share, a year earlier. BMO, the fourth largest Canadian bank, is the first to report its second-quarter results.

Net interest income grew by just over 9 per cent to \$681.5m, with the growth in Canadian dollar loans partially offset by narrower spreads

caused by rising Canadian interest rates.

Although total loan loss provisions almost halved to \$651m, there was a slight increase in reserves for non-LDC loans.

Income for the first six months of fiscal 1990 rose to \$258.1m or \$2.09 a share from \$239.6m or \$1.93.

Total assets stood at \$81.5bn on April 30, up from \$78.2bn a year earlier, giving a return on average assets for the quarter of 0.60 per cent, compared with 0.58 per cent a year earlier.

Banco de Montreal SA.

BOM's Brazilian subsidiary, turned in second-quarter net profits of \$10.5m, compared with \$14.5m previously, after adjusting for related foreign currency translation losses.

Harris Bankcorp, its US bank unit, reported second-quarter net profits of \$17.9m, down from \$18.2m a year earlier. The decline was attributed to a combination of narrower margins and lower interest collections on non-performing loans and reduced trading profits.

Nesbitt Thomson saw second-quarter profits fall to \$1.8m from \$3.5m.

## Fletcher Challenge to sell off fisheries offshoot

By Terry Hall in Wellington

FLETCHER CHALLENGE, New Zealand's largest company, said yesterday it was to sell its Fletcher Fishing subsidiary, the country's biggest operator of deepwater and inshore fisheries.

Fletcher described the unit as "very profitable." It has export branches in the US, Japan and France, and holds 18 per cent of the New Zealand fish quota.

The sale is in line with Fletcher's strategy to sell all subsidiaries which cannot be linked with its international expansion strategy. The company said it had done extensive research over the past 12 months into seeing whatever

seas fishing companies it could absorb. It found none, and instead decided to sell the division.

While it is very large in the New Zealand context, it is relatively small in the context of the overall Fletcher Challenge group, said Mr Neville Darlow, chief of the Fletcher planning group. "The main markets for fish are distant from New Zealand, and the industry is dominated by companies in these markets. The growth of the business beyond New Zealand is not a viable option."

No price has been set for Fletcher Fishing. It is to be sold in two parts, inshore and deepwater.

## Semiconductor slump slows Kyocera growth

By Ian Rodger in Tokyo

CONSOLIDATED net income of Kyocera, the semiconductor materials and electronics group, rose 1.6 per cent to ¥33.5bn (\$235m) in the year ended March 31, as strong growth in cordless telephone sales was offset by a slump in demand for ceramic packages for semiconductors.

Total sales rose 7.7 per cent to ¥421bn, but sales of components for semiconductors, mainly ceramic packages, dropped 13.7 per cent to ¥95.6bn. Electronic equipment sales, including cordless telephones and related devices, rose 17.1 per cent to ¥76.5bn.

Parent company pre-tax profits rose 6.7 per cent to ¥53.5bn on sales up 1.5 per cent to ¥368.8bn.

The company is forecasting pre-tax profits of ¥52.5bn, up 16 per cent, in the current year.

## Kubota edges higher

By Martina Gannon

KUBOTA, a Japanese farm equipment and iron pipe manufacturer that is advancing into computer-related fields, lifted pre-tax profit 4.8 per cent to ¥36bn in the year to March.

Sales were ¥682.57bn, up 5.8 per cent on 1989. Net income was up 7.3 per cent to ¥18.85bn. The company will add ¥1 to its previous dividend per share of ¥5.5 to commemorate its centenary this year.

Kubota predicts sales of ¥700bn this year, with pre-tax profits unchanged at ¥36bn.

## Further downturn at Koito Manufacturing

By Martina Gannon

KOITO Manufacturing, the Japanese automotive lighting maker that is embroiled in a dispute over access to company account books with Boone Company of the US, its main shareholder, suffered a 6.6 per cent drop in pre-tax profits in the year to March 31.

It was the second consecutive pre-tax profit fall for the Toyota Motor affiliate, although sales rose in the same period by 10.9 per cent to ¥123.5bn and net income was up 2.1 per cent to ¥12.3bn.

The loss was attributed to higher development and procurement costs and fierce competition. The company was also affected by the fall of the

Tokyo stock market this year, reducing an investment loss of ¥400m on specific money trust holdings. Some of that loss was offset, however, by a ¥1.1bn profit on short-term stock investments.

Koito will pay a final dividend of ¥6.30, on top of the ¥4 interim dividend, compared to last year's full payment of ¥8. The increase was made at the request of Boone Company, led by Mr T. Boone Pickens, which also asked for a seat on the company's board.

For the current year, Koito forecasts pre-tax profits of ¥8.5bn, up 7.9 per cent, and sales of ¥134bn. It will pay a per-share dividend of ¥8.

## Apple settles shareholder suits

By Louise Kehoe in San Francisco

APPLE Computer has agreed to pay \$5.5m to settle shareholder suits filed last year when the company revealed it was seriously overstocked with memory chips purchased at premium prices during the summer of 1988 when there was a worldwide shortage of memory chips.

The suits alleged damages to shareholders who purchased Apple's stock during a 10-day period in January 1989 immediately before Apple's announcement of the memory chip problem.

"Apple continues to deny all material allegations in the complaints," the company said in a statement yesterday, "but agreed to the settlement to avoid the expense and risk of further legal proceedings and to put to rest the claims asserted in the actions."

Apple said its insurance company would pay part of the settlement, which remains subject to court approval.

The settlement ends an episode that shook confidence in Apple's management and produced its first quarterly earnings decline in three years.

Apple had attempted to beat a serious chip shortage by buying millions of memory chips at inflated prices only to discover that high data storage versions of its Macintosh personal computers decline in subsequent months. As the memory chip shortage eased and prices declined, Apple found itself with a heavy inventory of over-priced chips.

Revealing the problem in late January 1989, Apple announced that it expected significantly lower than expected quarterly earnings. Only a week earlier Apple's management had confirmed analysts' projections of an earnings increase.

Dr Joe Mollica, a Du Pont vice president in charge of medical products, said in London the company planned to move in this direction "to even out some of the cyclical aspects of the basic chemicals business."

It hoped to boost considerably its pharmaceutical activities, which in 1990 are expected

to account for sales of \$550m, out of total medical-product revenues of \$1.7bn. Other parts of the medical-products division sell X-ray film, laboratory systems and chemicals for diagnostics.

Du Pont is the world's fifth biggest chemicals business. Unlike many large European chemicals companies, it is only a small player in the \$150bn-a-year international medicines industry.

Bayser and Hoechst of West Germany and Britain's Imperial Chemicals Industries - three of the world's top four

chemicals businesses - all have large drugs divisions. West Germany's BASF, the other member of the Big Four, is, like Du Pont, trying to build up its drugs activities.

Dr Mollica said that much of the effort in expanding Du Pont's pharmaceutical interests took the form of large spending on research and development. His division was spending \$270m this year in this area, roughly 70 per cent of the cash directed at new medicines.

Du Pont recently finalised a licensing deal with Merck, the

## Good quarter for Seagram

after the annual meeting.

SEAGRAM, the Canadian distiller, plans aggressive expansion in global markets, says chairman Mr Edgar Bronfman, but is not out to recapture its title as the world's biggest drinks group, writes Robert Gibbons in Montreal.

"We don't want to be biggest by volume but the leader in profitability by concentrating on premium products," he said,

after the annual meeting. Seagram will report a good first quarter shortly and earnings for the full year ending January 31, 1991, "will be quite a bit better," he said.

Seagram is raising its quarterly dividend from US 35 cents to US 50 cents per share with the June 15 payment reflecting strong results from its drinks business.

Du Pont gains annual revenues of about \$200m from laboratory systems and faces heavy competition from a number of established groups. These include Applied BioSystems, a US company which is the world leader in this field.

## Heavy promotional costs depress Honda Motor

By Stefan Wagstyl in Tokyo

SHARP INCREASES in the cost of promoting car sales in Japan and the US cut heavily into the profits of Honda Motor, the Japanese car maker, in its latest year to March.

Consolidated net profits were 16 per cent down at ¥81.6bn (\$540.4m), or ¥83.37 a share against ¥96.48, despite a 10.4 per cent increase in sales to ¥3,853bn.

Intensified competition forced the company to boost spending on advertising and promotion in its two biggest markets, said Honda. Sales and general overhead expenses were up 20 per cent at ¥702.4bn. The group also

## Two Japanese textile manufacturers show gains

By Martina Gannon

SUCCESSFUL diversification by some Japanese textile manufacturers offset a setback in natural textiles and the adverse effect on materials costs of the weaker yen, resulting in profit gains in the year to March.

Kanebo, a spinning company, announced a pre-tax profit rise of 10 per cent to ¥10bn (\$68.2m). Sales totalled ¥501.5bn, up 4 per cent. Net income was ¥3.4bn compared with ¥2.8bn.

Kanebo diversified its operations several years ago and now holds the second largest share of the Japanese cosmetics market.

Unitika, part of the Sanwa Bank group, streamlined its business to offset a hull caused

by the industry decline. Its pre-tax profits were up 8 per cent to ¥8.7bn, and sales rose 5.8 per cent to ¥964.4bn.

The company boosted its earnings through sales of plastics and other non-textile products.

Net income was ¥3.3bn compared to ¥2.8bn in the previous year.

Along with other textile groups, the two will continue to diversify into other products to absorb losses in the natural fibre market.

Kanebo expects to see a 9 per cent increase in pre-tax profits to ¥11bn in 1991, with sales up 3 per cent to ¥250bn. Unitika forecasts its pre-tax profits rising to ¥8bn, up 3.4 per cent, with sales of ¥255bn.

## Hoechst Warrants 1975/1990

Redemption of £15,000,000 10 per cent. Guaranteed Unsecured Loan Stock 1990 of Hoechst Finance plc (the "Stock") and final date for exercise of Warrants to subscribe shares in Hoechst Aktiengesellschaft

NOTICE IS HEREBY GIVEN to bearers of the above Warrants that, in connection with the final redemption of the above Stock on 30 June 1990, Warrants to subscribe for shares in Hoechst Aktiengesellschaft by tender of Stock and/or payment of cash may not be exercised after 3.30 p.m. (local time) on 2 July 1990.

The register of Stockholders will be suspended from 22 June 1990, when quotation of the Stock and Warrants on the Frankfurt Stock Exchange and the International Stock Exchange of the United Kingdom and the Republic of Ireland Limited will cease.

Bearers of Warrants are entitled to subscribe for the number of shares specified on the face of the Warrant at DM 132.50 per share. Shares so acquired rank in full for dividends declared for the financial year 1990.

Bearers of Warrants who wish to exercise their right to subscribe shares by paying cash must deliver the appropriate amount of cash in DM to S.G. Warburg & Co. Ltd., 2 Finsbury Avenue, London EC2M 2PA, or Dresdner Bank Aktiengesellschaft, 6 Frankfurt (Main) 1, Gallusstrasse 7, Federal Republic of Germany, by 3.30 p.m. (local time) on 2 July 1990. (A) duly completed Form(s) of Exercise (available from S.G. Warburg & Co. Ltd. or Dresdner Bank Aktiengesellschaft at the respective addresses mentioned above) must also be delivered, along with the appropriate Warrant(s).

Bearers of Warrants who wish to exercise their rights to subscribe shares by tendering all or part of the Stock of which they are the registered holders on 22 June 1990 must deliver such Stock and Warrants to S.G. Warburg & Co. Ltd. at the above address by 3.30 p.m. on 2 July 1990. The Certificate(s) for any Stock being tendered in this way must be delivered, along with the Form(s) of Tender therein contained, (a) Warrant(s) and (a) duly completed Form(s) of Exercise (available as above).

Copies of a letter which has been sent to registered Stockholders and which contains further details of the redemption and final interest payments may be obtained from S.G. Warburg & Co. Ltd. at the above mentioned address.

Hoechst Finance plc  
LondonHoechst Aktiengesellschaft  
Frankfurt am Main



JAPAN AIR LINES COMPANY, LTD.

(Nippon Koku Kaishu Kaisha)

U.S. \$75,000,000 11 per cent

Guaranteed Bonds due 1993

(the "Bonds")

NOTICE IS HEREBY GIVEN, that the following Bonds of the Company, in the aggregate principal amount of U.S. \$15,000,000 have been drawn for redemption on June 14, 1990 (the "Redemption Date") for account of the Sinking Fund and at a redemption price (the "Redemption Price") of 100% of the principal amount thereof.

SERIAL NUMBERS OF BONDS CALLED FOR REDEMPTION

4	709	1488	2162	2822	3481	4175	4840	5670	6333	7009	7681	8392	9144	9998	10699	11274	11857	12477	13077	13747	14251
11	1481	2163	2823	3482	4176	4841	5671	6334	7010	7682	8393	9145	9999	10700	11275	11858	12478	13078	13748	14252	
21	1482	2164	2824	3483	4177	4842	5672	6335	7011	7683	8394	9146	9999	10700	11275	11858	12479	13079	13749	14253	
30	1483	2165	2825	3484	4178	4843	5673	6336	7012	7684	8395	9147	9999	10700	11275	11858	12480	13080	13750	14254	
39	1484	2166	2826	3485	4179	4844	5674	6337	7013	7685	8396	9148	9999	10700	11275	11858	12481	13081	13751	14255	
48	1485	2167	2827	3486	4180	4845	5675	6338	7014	7686	8397	9149	9999	10700	11275	11858	12482	13082	13752	14256	
57	1486	2168	2828	3487	4181	4846	5676	6339	7015	7687	8398	9150	9999	10700	11275	11858	12483	13083	13753	14257	
66	1487	2169	2829	3488	4182	4847	5677	6340	7016	7688	8399	9151	9999	10700	11275	11858	12484	13084	13754	14258	
75	1488	2170	2830	3489	4183	4848	5678	6341	7017	7689	8400	9152	9999	10700	11275	11858	12485	13085	13755	14259	
84	1489	2171	2831	3490	4184	4849	5679	6342	7018	7690	8401	9153	9999	10700	11275	11858	12486	13086	13756	14260	
93	1490	2172	2832	3491	4185	4850	5680	6343	7019	7691	8402	9154	9999	10700	11275	11858	12487	13087	13757	14261	
102	1491	2173	2833	3492	4186	4851	5681	6344	7020	7692	8403	9155	9999	10700	11275	11858	12488	13088	13758	14262	
111	1492	2174	2834	3493	4187	4852	5682	6345	7021	7693	8404	9156	9999	10700	11275	11858	12489	13089	13759	14263	
120	1493	2175	2835	3494	4188	4853	5683	6346	7022	7694	8405	9157	9999	10700	11275	11858	12490	13090	13760	14264	
129	1494	2176	2836	3495	4189	4854	5684	6347	7023	7695	8406	9158	9999	10700	11275	11858	12491	13091	13761	14265	
138	1495	2177	2837	3496	4190	4855	5685	6348	7024	7696	8407	9159	9999	10700	11275	11858	12492	13092	13762	14266	
147	1496	2178	2838	3497	4191	4856	5686	6349	7025	7697	8408	9160	9999	10700	11275	11858	12493	13093	13763	14267	
156	1497	2179	2839	3498	4192	4857	5687	6350	7026	7698	8409	9161	9999	10700	11275	11858	12494	13094	13764	14268	
165	1498	2180	2840	3499	4193	4858	5688	6351	7027	7699	8410	9162	9999	10700	11275	11858	12495	13095	13765	14269	
174	1499	2181	2841	3500	4194	4859	5689	6352	7028	7700	8411	9163	9999	10700	11275	11858	12496	13096	13766	14270	
183	1500	2182	2842	3501	4195	4860	5690	6353	7029	7701	8412	9164	9999	10700	11275	11858	12497	13097	13767	14271	
192	1501	2183	2843	3502	4196	4861	5691	6354	7030	7702	8413	9165	9999	10700	11275	11858	12498	13098	13768	14272	
201	1502	2184	2844	3503	4197	4862	5692	6355	7031	7703	8414	9166	9999	10700	11275	11858	12499	13099	13769	14273	
210	1503	2185	2845	3504	4198	4863	5693	6356	7032	7704	8415	9167	9999	10700	11275	11858	12500	13100	13770	14274	
219	1504	2186	2846	3505	4199	4864	5694	6357	7033	7705	8416	9168	9999	10700	11275	11858	12501	13101	13771	14275	
228	1505	2187	2847	3506	4200	4865	5695	6358	7034	7706	8417	9169	9999	10700	11275	11858	12502	13102	13772	14276	
237	1506	2188	2848	3507	4201	4866	5696	6359	7035	7707	8418	9170	9999	10700	11275	11858	12503	13103	13773	14277	
246	1507	2189	2849	3508	4202	4867	5697	6360	7036	7708	8419	9171	9999	10700	11275	11858	12504	13104	13774	14278	
255	1508	2190	2850	3509	4203	4868	5698	6361	7037	7709	8420	9172	9999	10700	11275	11858	12505	13105	13775	14279	
264	1509	2191	2851	3510	4204	4869	5699	6362	7038	7710	8421	9173	9999	10700	11275	11858	12506	13106	13776	14280	
273	1510	2192	2852	3511	4205	4870	5700	6363	7039	7711	8422	9174	9999	10700	11275	11858	12507	13107	13777	14281	
282	1511	2193	2853	3512	4206	4871	5701	6364	7040	7712	8423	9175	9999	10700	11275	11858	12508	13108	13778	14282	
291	1512	2194	2854	3513	4207	4872	5702	6365	7041	7713	8424	9176	9999	10700	11275	11858	12509	13109	13779	14283	
300	1513	2195	2855	3514	4208	4873	5703	6366	7042	7714	8425	9177	9999	10700	11275	11858	12510	13110	13780	14284	
309	1514	2196	2856	3515	4209	4874	5704	6367	7043	7715	8426	9178	9999	10700	11275	11858	12511	13111	13781	14285	
318	1515	2197	2857	3516	4210	4875	5705	6368	7044	7716	8427	9179	9999	10700	11275	11858	12512	13112	13782	14286	
327	1516	2198	2858	3517	4211	4876	5706	6369	7045	7717	8428	9180	9999	10700	11275	11858	12513	13113	13783	14287	
336	1517	2199	2859	3518	4212	4877	5707	6370	7046	7718	8429	9181	9999	10700	11275	11858	12514	13114	13784	14288	
345	1518	2200	2860	3519	4213	4878	5708	6371	7047	7719	8430	9182	9999	10700	11275	11858	12515	13115	13785	14289	
354	1519	2201	2861	3520	4214	4879	5709	6372	7048	7720	8431	9183	9999	10700	11275	11858	12516	13116	13786	14290	
363	1520	2202	2862	3521	4215	4880	5710	6373	7049	7721	8432	9184	9999	10700	11275	11858	12517	13117	13787	14291	
372	1521	2203	2863	3522	4216	4881	5711	6374	7050	7722	8433	9185	9999	10700	11275	11858	12518	13118	13788	14292	
381	1522	2204	2864	3523	4217	4882	5712	6375	7051	7723	8434	9186	9999	10700	11275	11858	12519	13119	13789	14293	
390	1523	2205	2865	3524	4218	4883	5713	6376	7052	7724	8435	9187	9999	10700	11275	11858	12520	13120	13790	14294	
400	1524	2206	2866	3525	4219	4884	5714	6377	7053	7725	8436	9188	9999	10700	11275	11858	12521	13121	13791	14295	
409	1525	2207	2867	3526	4220	4885	5715	6378	7054	7726	8437	9189	9999	10700	11275	11858	12522	13122	13792	14296	
418	1526	2208	2868	3527	4221	4886	5716	6379	7055	7727	8438	9190	9999	10700	11275	11858	12523	13123	13793	14297	
427	1527	2209	2869	3528	4222	4887	5717	6380	7056	7728	8439	9191	9999	10700	11275	11858	12524	13124	13794	14298	
436	1528	2210	2870	3529	4223	4888	5718	6381	7057	7729	8440	9192	9999	10700	11275	11858	12525	13125	13795	14299	
445	1529	2211	2871	3530	4224	4889	5719	6382	7058	7730	8441	9193	9999	10700	11275	11858	12526	13126	13796	14300	
454	1530	2212	2872	3531	4225	4890	5720	6383	7059	7731	8442	9194	9999	10700	11275	11858	12527	13127	13797	14301	
463	1531	2213	2873	3532	4226	4891	5721	6384	7060	7732	8443	9195	9999	10700	11275	11858	12528	13128	13798	14302	
472	1532	2214	2874	3533	4227	4892	5722	6385	7061	7733	8444	9196	9999	10700	11275	11858	12529	13129	13799	14303	
481	1533	2215	2875	3534	4228	4893	5723	6386	7062	7734	8445	9197	9999	10700	11275	11858	12530	13130	13800	14304	
490	1534	2216	2876	3535	4229	4894	5724	6387	7063	7735	8446	9198	9999	10700	11275	11858	12531	13131	13801	14305	
500	1535	2217	2877	3536	4230	4895	5725	6388	7064	7736	8447	9199	9999	10700	11275	11858	12532	13132	13802	14306	
509	1536	2218	2878	3537	4231	4896	5726	6389	7065	7737	8448	9200	9999	10700	11275	11858	12533	13133	13803	14307	
518	1537	2219	2879	3538	4232	4897	5727	6390	7066	7738	844										



## INTERNATIONAL CAPITAL MARKETS

## Belgium nears dollar issue amid quiet on Ascension Day holiday

By Andrew Freeman

THE Ascension Day holiday all but shut down the Eurobond market yesterday as most European houses closed their doors. Traders reported minimal secondary market activity and syndicate managers concentrated their efforts on persuading borrowers to seek funds next week. Belgium is thought to be close to finalising a large dollar issue.

In a quiet new issue market, Postbank brought a F200m five-year issue for Bantamwink Oy, the Finnish steel company. The bonds were priced at 101 1/4 with a 13 1/2 per cent coupon and met reasonable demand.

The lead manager was quoted as saying the paper at less than a discount equivalent to full underwriting fees. An official said there had been "good" Far Eastern interest, which suggested that the deal had been marketed there before launch. Proceeds were swapped, but there were no details.

## INTERNATIONAL BONDS

Towards the close in London, UBS Phillips & Drew broke syndicate on its \$125m

10-year Bell Canada deal. An official said the decision had been taken after further rallies on the Canadian government bond market had driven the re-offered spread to around 90 basis points.

In free trading, UBS P&D was quoted the paper at \$9.40 bid, implying a spread of some 89 basis points over Canadian Treasuries. An official said placement had been hampered by the European holiday, but added that the deal had partly been aimed at UK fund managers wanting to play the spread relationship between the US and Canadian markets.

## NEW INTERNATIONAL BOND ISSUES

Borrower	Amount m.	Coupon %	Price	Maturity	Fee	Risk rating
YEN						
San Paolo de Paris (a)	140n	8	101 1/4	1992	1 1/2	Nippon Credit Int.
San Paolo de Paris (b)	100n	7 1/2	101 1/4	1993	1 1/2	Post International Fin.
FINNISH MARKKKA						
Rautaruukki Oy (a)	200	13 1/2	101 1/4	1995	1 1/2	Postbank
US DOLLARS						
Flat Finance & Trade (a)	40	15	101.50	1991	1 1/2	Chase Investment Bank

(a) Final terms. (b) Non-callable. Redemption linked to Nikkei stock index. Unlisted. (c) Non-callable. (d) Issue increased from \$50m (original amount \$50m). Dual-currency bond. Borrower option to redeem in Euro at 1:1213.

## BNZ back in black after crash

By Terry Hall in Wellington

BANK OF New Zealand yesterday reported net profits of NZ\$121.1m (US\$69.6m) for the year to March, indicating it was on the path to a sustained recovery after the financial crisis wrought by excessive lending and the 1987 stock market crash.

In the previous year the company incurred losses of NZ\$648.8m and required a NZ\$200m injection from shareholders to keep the bank afloat. Over the past 12 months the bank has wrestled with its problems under a new management and reconstituted board.

Staff numbers have been slashed, property assets sold and branches in the Pacific liquidated in a rationalisation drive. This was made more difficult by a protracted economic recession in New Zealand and increasing problems with its large exposure to the Australian market, where there have been further corporate casualties, requiring additional write-offs.

Mr Syd Paisley, chairman,

said the profit showed the bank was "back in business." As a sign of confidence, BNZ is reinstating a 2 cent dividend for the year. Nothing has been paid since the 8 cent midway the previous year. The bank's main shareholders - the Government with 51 per cent and Capital Markets, an associate of the merchant bank Fay Riddell, with 31 per cent - will take shares in hand.

Total assets increased by NZ\$1.57bn during the year to NZ\$17.9bn; deposits rose to NZ\$1.04bn to NZ\$1.2bn and advances NZ\$2.12bn to NZ\$2.48bn.

Emphasis has been placed on the bank's capital ratios, which now exceed both international guidelines and those of the Reserve Bank of New Zealand. Shareholders' funds increased

by NZ\$708m to NZ\$1.08bn. According to Mr Lindsay Pyne, chief executive, the profit turnaround within a year was a significant achievement in an intensely competitive market. The restructuring made necessary by inefficiencies and operating diversions in the past was starting to show benefits and would become more apparent in the current year.

He said the bank's margins were being squeezed by tough competition, but warned BNZ's competitors about being overconfident. "BNZ is further ahead in its growth plans than many of our competitors realise."

Australia contributed NZ\$70m of operating profits, down from NZ\$185m. Total operating income was NZ\$988.4m, down from NZ\$1.06bn, but operating expenses were cut to NZ\$675.3m from NZ\$708.9m. There was a tax credit of NZ\$26.2m against a larger NZ\$311.5m credit last time.

## Treasury warns over futures inaction

By Peter Riddell, US Editor, in Washington

THE BUSH Administration has rejected strong Congressional opposition to its proposals to shift supervision of stock index futures to the Securities and Exchange Commission from the Commodity Futures Trading Commission.

Mr Robert Glauber, the Treasury under-secretary for domestic finance, told a House subcommittee that detailed plans would be submitted to Congress in early June. Final modifications were now being made after discussions with market participants, he said.

He said the Administration believed that, without action now to ensure that the markets for stocks, stock options and stock index futures were regulated in a consistent and a co-ordinated manner, "we are more likely to see minor events trigger major market disruptions like the breaks in October 1987 and October 1989 and the futures markets in Chicago and the agriculture."

The proposal to shift regulation of stock index futures has been strongly opposed by the CFTC, the futures markets in Chicago and the agriculture committees which supervise them on Capitol Hill. Support for the change in Congress is apparently less vocal, though Mr Nicholas Brady, the Treasury Secretary, and Mr. Cramer have started lobbying, warning of what could happen if no action was taken.

In separate Congressional testimony yesterday, Mr Richard Breen, SEC chairman, said a commission study had found that index arbitrage and other programme trading "significantly accelerated and exacerbated" last October's stock market decline. The aggregate level of index arbitrage then was higher than during the 1987 market crash. This conclusion contrasts with a CFTC analysis that such index arbitrage and programme trading were not significant factors. Mr Wendy Grama, CFTC chairman, said yesterday's study was "flawed" and that she questioned "some of the results" of the SEC study.

## Oslo Bourse looks reform in the eye

Karen Fossli on problems the Norwegian authorities need to tackle

THE Oslo Bourse, last year one of the top performers, is contemplating important reforms to its structure which will determine how efficiently its equity market functions.

As the deadline for the European Community's single market approaches, Norwegian companies are increasingly anxious about their prospects for raising capital, for expansion and to improve their equity ratios. Their ratios are on average 6 percentage points below those of their counterparts in the Organisation for Economic and Cultural Development, with a mean of about 20 per cent.

The bourse must tackle three key issues to improve the company's prospects:

- Liquidity: to access risk capital it will be important for Oslo to have a secondary market which functions to ensure the performance of its primary market. Oslo's liquidity is at best variable.

- Trading system: a process of decentralisation began last autumn with the bond market. Bourse officials believe that decentralisation allows more efficient trading and provides cost-cutting advantages to the brokers. Critics disagree.
- Creditability and professionalism: Oslo brokers are accused of abusing information, and the market has a credibility problem which stems from a high degree of insider trading.

Four powerful brokerage firms drive two-thirds of Oslo's activity. There are efforts to correct this concentration, although it is argued that decentralising the bourse's structure threatens to undermine those efforts.

These issues were discussed

last week at an important seminar in Oslo on raising risk capital. The seminar, arranged by the Norwegian American Chamber of Commerce (NACC) on its 75th anniversary, included a host of distinguished international participants.

On the subject of liquidity, Mr Nigel Wilson, a former bourse official now a partner with Arthur Andersen, the accountancy firm, warned that unless depth was established in long-term market liquidity, Oslo

## LISTED COMPANY SHARE ISSUES 1988-89 (Nkr m)

	1988	1989
Bank	526	1,659
Insurance	168	956
Industry	3,229	2,607
Shipping	241	1,743

could not hope to achieve its full potential for raising risk capital in the primary market.

"Raising risk capital cannot be done unless there exists the right market structure which encourages investors to return. When you permit decentralisation you allow brokers to intervene in the order flow which then becomes obstructed," he says.

"A centralised system which includes a market maker would strengthen the responsibility towards the market place, for you would have dealers with affirmative obligations to make continuous markets. Decentralisation will allow the brokers to position themselves between the buyers and the sellers, while centralisation promotes competition at the point of sale."

Mr Shiel's message struck at the heart of Oslo Bourse officials' argument that a decentralised system will allow orders to go right into the system, shown as orders, before transactions are completed. As it is now, Oslo operates with a "fictitious" order book which obstructs the possibility of seeing a real order flow.

The market is partly state-regulated, in contrast to, for example, the New York Stock Exchange (NYSE), but the predictability of government officials may be tough to guarantee.

"Changes in the framework for the capital markets in the absence of clear policy has added to uncertainty, restricting development of market liquidity," Mr Wilson warns.

Mr David Shields, a member of the NYSE and the chief executive of Shields & Company, a New York-based investment services firm, argues passionately against decentralising the Oslo bourse for it creates an adversarial pricing mechanism and obstructs the flow of orders.

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Norway's brokerage firms are permitted to hold a limited portfolio of listed shares which is equivalent to their equity capital. They are also permitted holdings of unlisted shares of 25 per cent of their equity capital.

"This small amount explains why... [we] do not have a real market maker system in Norway, which is admittedly a drawback in raising risk capital," says Mr Erik Jarve, the president of the Oslo Stock Exchange.

The credibility problem is the third serious issue facing Oslo. Because Norwegian companies represent 32 per cent of the ownership of Oslo's stock capital, meaning there is a high degree of cross-shareholdings, limitations are imposed on the total supply of their equity capital to the market while introducing a strong possibility of insider trading.

Mr Jan Erik Langangen, the president of Storebrand, Norway's largest insurance company, points out there is much work to be done to improve Oslo's professionalism. In addition, he said, "some of Oslo's broker's abuse information leaves investors unprotected."

This problem, it is suggested, could be exacerbated by decentralising Oslo's structure for it will become more difficult to monitor information.

As Mr Jarve pointed out, in the end it will be Oslo's credibility which will influence its ability to raise risk capital.

However, if that credibility is diminished by what may turn out to be a decentralised trading system, the Oslo Bourse may have to rethink its strategy.

## Turkish banks suffered hard times in 1989

By Jim Bodgener in Ankara

DIFFICULT times were seen by Turkish banks in 1989, compared with the previous year, according to the latest annual report of the Turkish Banking Association.

Overall, profits increased by only 9 per cent to total TL1,980bn (\$859m) at end-1989 exchange rates), while inflation in 1989 registered 62.5 per cent, according to the semi-official Anatolian Newsagency.

The legacy of over-liquidity,

inherited from fierce competition when interest rates were fixed in 1985, was blamed. This pushed bank rates up to a peak of 85 per cent.

Although rates declined through 1989, banks with large branch networks were worst hit. These proliferated when their prime function was to soak up deposits and channel them through a few selected institutions to largely corporate borrowers.

But recession hit corporate credit ratings hard in 1989, while other avenues such as foreign exchange reserves lagged behind inflation. Smaller spreads from these especially undermined foreign institutions.

Total bank credit amounted to TL46,000bn compared with deposits totalling TL62,000bn and reserves totalling TL12,500bn, increases respectively of 88 per cent, 62.5 per

cent and 96 per cent. The last increase reflects stiffer mandatory reserve ratios.

Despite this, however, outstanding debts in the banking system decreased by 13 per cent to TL883.3bn, according to the report, though state banks were still plagued by a disproportionately large 71 per cent of total loans.

This year the situation has improved, reflected in better interbank lending rates.

## LONDON MARKET STATISTICS

## FT-ACTUARIES SHARE INDICES

The Financial Times Ltd 1990. Compiled by the Financial Times Ltd in conjunction with the Institute of Actuaries and the Faculty of Actuaries

EQUITY GROUPS & SUB-SECTIONS		Thursday May 24 1990									
Index No.	Day's Change %	Est. Change (Max.)	Est. Yield (%)	Est. Div. Yield (%)	Est. P/E Ratio	Index No.	Day's Change %	Est. Change (Max.)	Est. Yield (%)	Est. Div. Yield (%)	Est. P/E Ratio
1 CAPITAL GOODS (199)	86.67	-0.8	13.39	5.21	9.08	15.78	876.63	878.99	867.52	975.96	
2 Building Materials (196)	102.31	-0.2	10.57	7.37	10.31	12.21	1078.44	1078.44	1078.44	1078.44	
3 Contracting/Construction (196)	137.35	-0.9	17.71	6.05	7.37	33.20	1374.72	1364.90	1349.29	1693.15	
4 Electricals (100)	2513.21	-0.5	11.32	5.33	10.87	61.43	2524.85	2511.17	2456.10	2813.29	
5 Electronics (29)	1868.12	-0.7	9.83	4.01	13.17	19.35	1861.87	1872.87	1874.64	2256.10	
6 Engineering/Transport (19)	469.18	-0.4	13.83	5.36	8.36	9.31	470.92	473.47	462.70	500.00	
7 Engineering-General (43)	477.18	-0.2	11.96	5.25	10.10	8.17	478.33	477.04	467.14	500.00	
8 Metals and Metal-Forming (6)	491.11	-0.6	23.92	6.35	4.71	0.53	493.90	488.70	481.86	551.25	
9 Motors (16)	349.24	-0.1	15.78	6.45	7.40	9.56	349.52	347.20	341.13	322.82	
10 Other Industrial Materials (24)	1571.56	-0.3	11.28	5.07	10.24	32.09	1580.38	1584.04	1584.04	1584.04	
11 CONSUMER GROUP (174)	1257.56	-1.3	9.59	3.98	12.93	12.55	1261.42	1257.78	1256.99	1214.00	
12 Brewers and Distillers (21)	1501.45	-0.5	9.97	3.85	12.15	12.62	1508.58	1505.32	1484.07	1314.96	
13 Food Manufacturing (20)	1063.25	-0.4	10.59	4.47	11.67	16.98	1067.38	1068.42	1078.47	1065.18	
14 Chemicals (23)	1449.18	-0.2	13.46	4.35	13.66	22.97	1452.17	1451.26	1451.26	1213.61	
15 Food Retailing (16)	2458.96	-0.6	6.78	2.73	17.57	20.36	2464.42	2463.59	2457.71	2287.92	
16 Health and Household (14)	2252.10	-0.4	6.08	2.28	12.08	18.28	2252.89	2249.95	2243.42	2162.28	
17 Leisure (32)	1421.81	-0.6	10.48	2.88	10.28	11.83	1421.81	1421.81	1421.81	1421.81	
18 Packaging & Paper (12)	585.22	-0.5	12.54	5.79	10.19	11.83	582.11	576.52	571.81	571.81	
19 Publishing & Printing (16)	3336.97	-0.2	10.04	5.38	12.23	50.51	3342.21	3346.67	3331.54	3047.83	
20 Stores (35)	726.39	-0.8	11.49	4.83	11.25	12.2	728.14	728.14	728.14	728.14	
21 Textiles (12)	493.28	-0.3	13.11	7.24	9.70	13.26	491.98	492.45	489.31	543.79	
22 OTHER GROUPS (105)	1150.57	-0.6	11.18	4.98	10.75	10.37	1143.53	1149.82	1139.35	1104.89	
23 Agencies (7)	1614.72	-0.5	6.24	2.43	19.38	14.99	1590.09	1593.18	1577.28	1402.49	
24 Chemicals (23)	1449.18	-0.2	13.46	4.35	13.66	22.97	1452.17	1451.26	1451.26	1213.61	
25 Conglomerates (14)	1066.18	-0.3	8.12	6.11	16.23	27.41	1065.40	1064.54	1054.62	996.56	
26 Merchant Banks (7)	404.84	-0.1	4.32	4.32	4.32	4.32	404.84	404.84	404.84	404.84	
27 Property (47)	1076.35	-1.5	8.23	4.32	15.37	4.32	1076.35	1076.35	1076.35	1076.35	
28 Other Finance (25)	2252.10	-0.4	14.45	7.24	12.08	18.28	2252.89	2249.95	2243.42	2162.28	
29 Investment Trusts (67)	1176.37	-0.1	8.97	6.15	13.66	10.37	1176.37	1176.37	1176.37	1176.37	
30 Overseas Trusts (2)	1375.21	-0.1	8.97	6.15	13.66	10.37	1375.21	1375.21	1375.21	1375.21	
31 ALL-SHARE INDEX (689)	1124.61	-0.4	8.97	6.15	13.66	10.37	1124.61	1124.61	1124.61	1124.61	
FT-SE 100 SHARE INDEX	2271.1	-10.3	2295.41	2269.31	2287.41	2311.3	2282.1	2282.1	2282.1	2282.1	2136.6

FT-SE 100 SHARE INDEX

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## RISES AND FALLS YESTERDAY

	Rises	Falls	Same
British Funds	1	85	12
Corporations, Dominion and Foreign Bonds	1	5	18
Financial and Properties	330	352	900
Oil	117	203	422
Plantations	13	34	42
Others	28	35	102
	65	50	129
Totals	535	769	1,634



# UK COMPANY NEWS

## Hoylake places half of BAT stake

By Nikki Tall

THE LAST rites in the attempted bid assault on BAT Industries by Sir James Goldsmith's Hoylake consortium were performed yesterday as the former bidder placed out more than half of its 1.25 per cent stake in the tobacco-based conglomerate.

Hoylake said last month that it would not renew a bid for BAT. Its £13.5bn offer had lapsed while the consortium tried to surmount the US regulatory problems arising from the potential change of ownership of Farmers Group, BAT's Los Angeles insurance subsidiary. The task had looked increasingly difficult in the wake of an adverse ruling from the Californian

insurance department in early April.

Hoylake said that about half its 18.1m shares in BAT had been sold via Salomon Brothers, the US investment bank. Some of the investors in Hoylake had elected to take shares in BAT rather than cash, and the rest of the stake was being distributed directly to them.

Hoylake was formed for the purpose of the bid and will now be wound up.

Hoylake declined to say which of its shareholders held on to BAT shares. Aside from the three principals - Sir James, Lord Rothschild, and Mr Kerry Packer, and a number of companies associated

with them - Hoylake's investors included Axa-Midi Assurance, the French insurance group, and a group of wealthy private individuals who had backed Sir James's "unbundling" plan. Axa-Midi had wanted to buy Farmers from Hoylake if the bid succeeded.

However, the Rothschild camp did confirm yesterday that it had taken around half its entitlement in the form of BAT shares.

The disposal, according to Hoylake, was made at "very close to the ruling market price" when the transaction took place shortly after lunch. At that stage, BAT shares were standing at about the 690p level. Salomon is understood to

have sold a significant proportion of the shares on the US market.

BAT, which was not informed about Hoylake's disposal, said only that it was relieved to see the stake placed and split up, because it "removed an element of uncertainty which had been over-hanging the price."

BAT shares closed at 703p yesterday, up 15p.

Hoylake bought its stake at 648p per share. However, it has already received and sold a stake in Argos, the retail business which was recently demerged from BAT - worth about 40p per BAT share. Hoylake has said its bid costs were in the £35m-£40m range.

## Mecca puts restaurant chains up for sale

By David Churchill, Leisure Industries Correspondent

MECCA LEISURE yesterday continued its piece-meal sale of assets in a bid to reduce its high gearing by announcing it was seeking offers for its branded restaurant chains Sweeney Todd's and Prima Pasta.

Both chains are relatively small and Mecca is hoping to get between £10m and £15m from the sale, although some analysts suggested last night that in present market conditions the restaurants could fetch as little as £5m.

Sweeney Todd's consists of 17 mid-market restaurants mainly in London offering "an American style multicultural menu". Prima Pasta is a 14-strong pizza and pasta chain, also based mainly in London.

The decision to sell the restaurants is part of the strategy of Mr Michael Guthrie, Mecca's chairman, to reduce its gearing by disposing of certain assets over the next few months.

Some £255m is hoped to be raised in this way, although analysts now believe this may be an optimistic figure.

The company's high level of gearing, caused by its takeover of the Pleasureman group in late 1988, led to lower-than-expected pre-tax profits of £91.1m in its last financial year. This sparked off a sharp fall in Mecca's share price and a down-rating of other leisure stocks.

It also led to speculation that the Rank Organisation might mount a full-scale bid for Mecca.

Mecca is seeking offers for the restaurants by June 13 through its advisers Samuel Montagu.

Last week Mecca announced a similar proposal for offers for its 16-strong Character Hotels division which it hopes will bring in between £70m and £100m.

Other assets up for sale are understood to include Mecca's casino and amusement machine operations.

## Lloyds Chemists adds 74 outlets with £23.2m acquisition

By Vanessa Houlder

LLOYDS CHEMISTS yesterday consolidated its position as the UK's second largest retail chemist and drugstore chain by buying Cross & Herbert, the seventh largest UK chemist chain, for £23.2m cash.

The acquisition is being financed by an open offer of 3.7m new shares to existing shareholders at 160p per share and £9.8m of bank borrowings. After the announcement, the share price fell from 177p to 171p.

Cross & Herbert operates 73 chemist stores and one drugstore, which will expand Lloyds' operations to 429 chemists and 145 drugstores.

It will take Lloyds, which is predominantly based in the Midlands and the north of

England, into Devon, Somerset, south west London and north east London.

Mr Allen Lloyd, chairman and managing director, said there was no overlap with Lloyds' existing stores and no shops would be closed, although there would be immediate cost savings through the closure and subsequent sale of Cross & Herbert's head office and distribution centre.

Lloyds said it would try to increase sales and margins through greater buyer power, the extension of its product range and the introduction of its own label ranges, improved marketing techniques, extended opening hours and a refurbishment programme.

Mr Lloyd said there was scope for more acquisitions in view of the fragmentation of the market.

When measured by the number of prescriptions filled, Lloyds has a 4 per cent share of the market, compared with a 13 per cent share for Boots and a 24 per cent share for the top seven companies, he said.

In the year to September 1989, Cross & Herbert made operating profits of £1.38m on turnover of £26.91m.

Net current assets less long-term liabilities are expected to be £1.12m at the time of acquisition and any variation will affect the cost price.

## Falling house prices leave Westbury lower

By Andrew Taylor, Construction Correspondent

THERE IS unlikely to be any immediate improvement in the British housing market which is in its worst state for 25 years, Mr Richard Fraser, chairman and chief executive of Westbury, the Cheltenham-based housebuilder, warned yesterday.

Pre-tax profits of the group tumbled by 22 per cent, from £26.1m to £20.1m, in the 12 months to end-February.

Mr Fraser said the group had done well to maintain sales of 2,266 homes last year, 33 fewer than in the previous 12 months. The average selling price rose by 14 per cent to £77,900.

Prices, however, fell during the second six months of the year to average £74,500. They also did not take account of increased selling costs, said Mr Fraser. These had risen

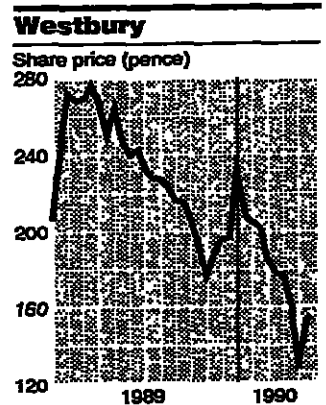
sharply as a result of sales incentives including mortgage subsidies and part exchange deals.

The effect was to add £3,200 to the cost of selling each home, reducing pre-interest margins in the second half to just over 16 per cent.

Westbury sells its homes as far north as Stafford and as far east as Berkshire and Hampshire. Its strongest markets are in the south west and south Wales.

Almost 70 per cent of its homes are of the terraced variety, selling mainly to first-time buyers - a market which has held up more strongly than other parts of the housing market.

Group borrowings have risen from £34m to £51m pushing up the interest charge from £2.82m to £7.98m. Gearing at



the year end, however, was still only equivalent to 48 per cent of shareholdings' funds compared with 57 per cent at the end of the previous year, Mr Fraser said.

At the end of last year Westbury's landbank was equivalent to 7,500 plots with options for a further 7,000 plots - enough for six years' sales at current rates, said the group. The average price paid for each plot was only £20,000 it stated.

"If we are suffering with a reasonable balance sheet, a good landbank bought at low prices and selling mainly to first time buyers, you can imagine what some other com-

panies must be feeling," said Mr Fraser.

"Confidence in the market-place is at a very low ebb. Continuing apprehension about further increases to already high interest rates makes it extremely difficult for us to predict the outcome for the year ahead," he added.

Turnover was 13 per cent higher at £274.4m. Earnings per share slid from 50.8p to 36.8p. A recommended final dividend of 5.75p makes a total of 9p (5.5p) for the year.

### COMMENT

Westbury is in better shape than Countryside which published its results a day earlier, showing a 60 per cent fall in pre-tax profits during the six months to the end of March. Countryside operates in south east England, among the worst hit housing markets in the country, and has an exposure to a rapidly weakening commercial property market. Westbury's gearing is less than half the 110 per cent of Countryside. Nonetheless the prospects for any housebuilder look pretty grim this year. Westbury, assuming no further hikes in interest rates, should be capable of making £15m this year. This puts it on a prospective p/e of 7.5, about average for the sector and unlikely to improve in the short term.

## Family reduces Thorntons stake

The Thornton family, which founded the chocolate giant, has reduced its stake in the group for the first time since its stock market flotation in 1988, writes Andrew Hill.

Warburg Securities, one of Thorntons' advisers, has placed about 8.6 per cent of the group's shares with institutional investors on behalf of

certain members of the family and family trusts. The disposals take the overall holding down from about 70 per cent to just over 60 per cent.

The family has agreed not to sell any more shares before June 1991. The group said the bulk of the shares sold had been disposed of by family members not directly involved in the running of the group.

## JOHNSTON GROUP PLC

- Turnover in 1989 rose by 8%.
- Dividend increased by 13%.

"Generally the outlook for the Group is good and the directors are confident that the efforts to improve the management and performance of subsidiary companies will result in a fitter Group well placed to take advantage of the considerable opportunities available in the 1990's."

Graham Johnston  
Chairman

### FINANCIAL HIGHLIGHTS

	1989 £000	1988 £000
Turnover	107,086	99,136
Profit before tax	7,322	8,072
Dividend per ordinary share	13.0p	11.5p
Net asset value per ordinary share	408.59p	393.02p

Copies of the Annual Report and Accounts may be obtained from the Secretary, Johnston House, Hatchlands Road, Redhill, Surrey RH1 1BG.

Road maintenance specialists, mechanical and hydraulic engineers, civil engineers, property developers, concrete and g.r.p. pipe manufacturers and roadstone suppliers.

## VPI starts action against former New York chief

By Andrew Hill

VPI GROUP, the public relations company burdened with problems in the US, has started legal action against Mr Don Carter, the former head of its New York proxy solicitation subsidiary.

Mr Carter was formally sacked two months ago after pleading guilty to charges of grand larceny and income tax evasion in the New York Supreme Court. VPI is expecting him to be sentenced on June 6, but Mr Carter's lawyers have managed to postpone the date once already.

Mr Angus Maikland, VPI's chairman, said the UK company's legal complaint against Mr Carter was in two parts: alleged racketeering fraud - using the US mail to send false information and alleged misrepresentation of the business and financial condition of the proxy solicitation operation.

The Carter Organisation, which was sold to VPI for a total of \$76m in 1987.

VPI has been trying to settle out of court, but was unable to come to a satisfactory arrangement with Mr Carter. Speaking from New York, Mr Maikland said yesterday that he hoped there was still a possibility of reaching an agreement before Mr Carter was sentenced, but he added: "I think as time goes by there is less chance of achieving a settlement."

It is difficult to assess what VPI might win through formal legal action, because racketeering damages are awarded by the court, and can be trebled.

The British group is still negotiating with the State of New York to try to persuade it to drop criminal investigations into allegations that the Carter Organisation had padded bills to clients.

### NEWS IN BRIEF

**BENSON GROUP:** Mr Richard Phillips has acquired 125,000 shares at 8p apiece, plus options on a further 1m, and has been appointed executive chairman. Former chairman, Mr John Wheeler, has sold 6.25m shares (13 per cent of equity) and remains on the board in a non-executive capacity. Other members of the Wheeler family and connected trusts have sold 2.75m shares (5.8 per cent) and Jean-Marc Cumming, director, sold 1m.

Apart from Mr Phillips' holding, shares were acquired by four institutional holders. **EUROPEAN LEISURE** has declared its offer for Midsummer Leisure wholly unconditional after receiving acceptances representing 80.1 per cent of the group's shares. Most of Midsummer's shareholders opted for the partial cash alternative. For remaining shareholders, this option closes today.

**WILTSHIRE BREWERY** is to purchase six pubs in the West Midlands from Premier Midland Ales and the Pittfield Pub Company for a combined consideration of £1.1m in shares and cash. The Pittfield buy comprises The Ship & Blue Ball in Shoreditch, London, and rights to the Pittfield brand names and products. Pittfield's Dark Star was voted Britain's best beer by CAMRA in 1987.

## B&C appoints Warburg to seek buyer for Exco

By David Owen in London and Ian Rodger in Tokyo

BRITISH & Commonwealth Holdings, the stricken financial services group, yesterday appointed SG Warburg to seek buyers for Exco International, the money broking subsidiary which is its "crown jewel".

The announcement comes a month after the group's notification that its merchant banking operations were to be sold. The company is embroiled in negotiations with creditors over proposals to sell all its major businesses to reduce debt.

B&C also stated during a meeting with a shareholder action group yesterday that it intends to hold an EGM "at an appropriate time".

A spokeswoman later said that an EGM could be expected in June or early July. She characterised the meeting, attended by Sir Peter Thompson, B&C

chairman, as "perfectly amicable".

B&C bought Exco, where chief executive Mr John Gunn first made his mark, for £637m in late 1988. The current break-up proposals are believed to have indicated that it might fetch £230m in an orderly liquidation.

Analysts have estimated the price tag at up to £225m. Some form of management buy-out is thought to be an option under consideration. Among Exco's assets is 33 per cent-held Nihon AP, a joint venture with Nihon Tamshi, a large Japanese money market company. Nihon in turn holds a 24.4m chunk of B&C's 74 per cent convertible unsecured loan stock 2000. Nihon said it bought the stock to cement its business relationship with B&C.

## Lopex chairman to quit ahead of restructure

By John Thornhill

MR JOHN Castle, chairman and chief executive of Lopex, is to leave the advertising group he helped to build up.

In an abrupt statement, Lopex's board had agreed with Mr Castle to bring the date of his proposed retirement forward one year to next week. Mr Castle is in his mid-50s.

No-one at Lopex was available to comment yesterday. The company claimed that as a result of the changes in the size and composition of the Lopex Group the board had

concluded that a change in its organisation and structure was required.

"Mr Castle's contribution to the growth of Lopex has been considerable and the board believes that these changes are an essential step towards further developing the Lopex Group," the press release cryptically stated.

Lord Marsh, deputy chairman and a former chairman of British Rail, has been appointed executive chairman pending the appointment of a new chief executive.

## Bennett & Fountain in talks

By Nikki Tall

Bennett & Fountain, the electrical goods retailer, yesterday revealed that it was involved in talks which could lead to a capital injection.

It made its statement in response to recent share price movements. The price had already risen from the 30p level at the beginning of the month, and gained another 3p to 40p yesterday.

B&F said it was "having talks with a third party who is interested in subscribing for new shares in the company at a moderate premium to the current market price."

The company declined to elaborate on the statement itself, but Mr Stephen Coleman, a director, said that the discussions were at a "fairly early stage".

The company, which was extremely acquisitive in the late-1980s, has run into the problems of mounting debt, the retail downturn and an acquisition - Edwin Lees - which proved sour.

At July 1989, the company had borrowings of £35m against net assets of £22.2m, and made a £7.88m loss before tax. Its latest set of interim - to end-December - showed a trading profit of £3.11m, but only after including a surplus of £2.85m arising on the "restructuring in the retail division".

However, Mr Coleman denied that the talks had arisen because of any result of pressure from the group's bankers. "A number of people have been approaching us," he claimed.

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by LAING & CRUICKSHANK

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Preference Shares 2,000 of £1 each at par

in connection with the acquisitions of the business of

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Following completion of the Open Offer the share capital of The Sterling Publishing Group PLC will be:

	Authorised £	Issued and fully paid £
Ordinary shares of 5p each	1,474,984.70	1,202,961.30
First deferred shares of 5p each	0.10	0.1
Second deferred shares of 5p each	0.10	0.1
Third deferred shares of 5p each	0.10	0.1
Fourth deferred shares of 5p each	5.00	5.0
Fifth deferred shares of 5p each	5.00	5.0
Sixth deferred shares of 5p each	5.00	5.0
Convertible preference shares of £1 each	12,028,613	12,028,613

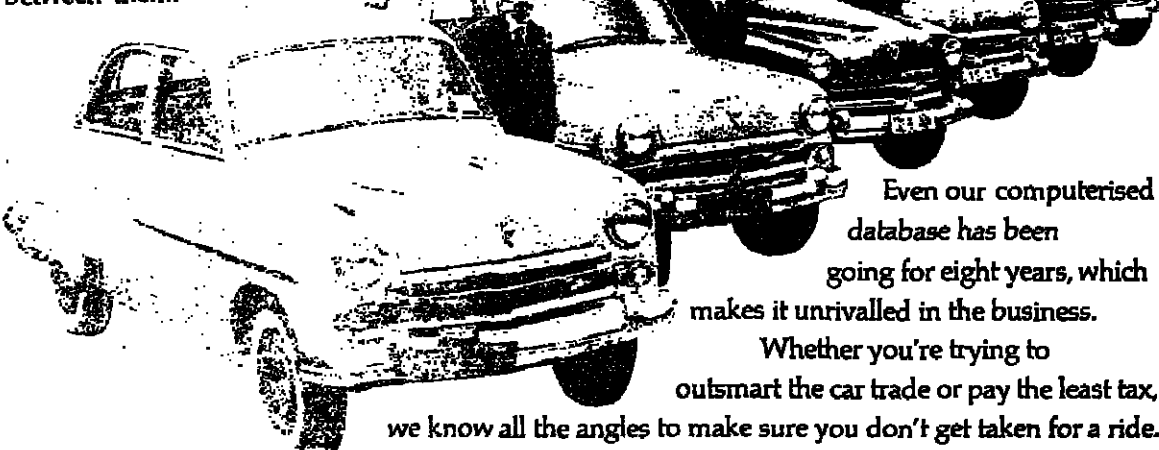
Particulars of the Company are available in the Eitel Unlisted Securities Market Service and copies may be obtained during normal business hours on any weekday (excluding Saturdays and public holidays) up to and including 30th May, 1990 from the Company Announcements Office, The Stock Exchange, 46-50 Finsbury Square, London EC2A 1BD and up to and including 8th June, 1990 from Laing & Cruickshank, Broadwalk House, 5 Appold Street, London EC2A 2DA.

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## W'hampton & Dudley nears £14m

There was heavy spending on beer brands, pubs, improved packaging plant at

Property profits, which are based on recent valua-

The total dividend for 1990 is promised to be not less than 9p.

● COMMENT

Wolverhampton's shares

The share price was unchanged yesterday at 360p, which puts the shares on a prospective p/e of 11.

## Young Brewery static at £4.62m

**The Bridge Hotel at Greenford, Middlesex, the first in the new hotels division, is scheduled to be opened offi-**

## Fine Art's better-than-expected £25.7m puts 9p on shares

was achieved in spite of "trading being adversely affected by the difficult economic conditions, particularly in the second half of the year."

did not add materially to the full-year results. The company said it did not expect a significant profits contribution in the current year because of a planned

impact in the current year. However, the loss of the contract to service Marks and Spencer's home furnishings mail order operations has been offset by the joint devel-

## BHH shares fall 17p as buy-out talks abandoned

BHH said yesterday that valuations of the company's properties had been made

The company managed to sell its residential properties when the market was high in 1988.

## Barrage of counter-claims in battle for Globe

The funds argued that the true value of Globe's assets

Globe also criticised the funds' record of taking over investment trusts. "The Coal funds say they support the investment trust sector. With

	Current payment	Date of payment	Corres- ponding dividend	Total for year	Total last year
Airflow Stream	fin	4 July 3	4	8	6
Archer (A-J)	int	3.15 Aug 16	8		8
B&K	int	2.5 Sept 5	2.4	8	8.6
California Telecom	int	7.15 Sept 11	8.25	11.8	10.5
Chaffern Radio	int	1 July 27			
Chaparrals	int	2 Aug 10	2		4
Compaq	int	3.45 Aug 10	2		4
Dobson Park	int	1.91 <sup>1</sup> Aug 13	1.9		5.75
Eljiff (B)	int	3.11 Aug 1	2.5	4.35	3.6
Eljiff (C)	int	3.45 Aug 1	0.5	0.45	0.5
Eljiff Air Devs	int	0.8 Aug 6	5.75	0.9	7.75
Fulburn Int Nat	int	3 June 29	2.55		18
Gerrard National	int	16 July 2	15.5		78.5
Graydon Int	int	2 June			
Ketaway Inds	int	8 July	4.125		22.5
M&P	int	5.25 June 17	4.75	3	17
Smith Estates &	int	2 July			
Vernon Int'l	fin	0.91 Aug 6	0.4	0.81	0.575
Warner Estate	int	3 -	2.5		7.5
Westbury	int	5.75 Aug 6	5.5	9	8.5
Wolfe & Dudley	int	3.7 July 6	5.5		8.2
Young and Co's	fin	8 July 10	5.5	11.5	10.2

Dividends shown pence per share net except where otherwise stated.  
 \*Equivalent after allowing for scrip issue. †On capital increased by  
 rights and/or acquisition issues. \$USM stock. ★Carries scrip option.

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"We have continued to grow in our main business activities . . ."

**Inchcape**

PROFIT BEFORE TAXATION UP 19%  
from £148m to £176m

**Inchcape**

EARNINGS PER SHARE UP 17%  
from 24.1p to 28.3p

**Inchcape**

DIVIDEND PER SHARE UP 19%  
from 9.25p to 11.0p

**Inchcape**

"We have maintained our programme of capital investment in our business streams, and the main thrust

**Inchcape**

of that investment is to ensure that we are building a company that will continue to grow in the long term."

**Inchcape**

THE INTERNATIONAL SERVICES AND MARKETING GROUP

Comments by Sir George Turnbull, Chairman & Chief Executive: If you would like a copy of his full statement, contained in our 1999 Report and Accounts, please write to Diana Le Lievre, Inshape plc, St. James's House, 23 King Street, London SW1Y 6QY.

## Gerrard & National HOLDINGS PLC

RESULTS FOR THE YEAR ENDED 5TH APRIL 1990

	1990	1989
Profit for the year	£ 8,523m	£ 1,695m
Total cost of dividends	£ 7,265m	£ 7,060m
Disclosed shareholders' funds	£88.643m	£87.118m

**GROUP PROFIT FOR THE YEAR** Group profit for the year ended 5th April 1990, amounted to £8,523,000 after providing for taxation and minority interests. The equivalent figure for last year was £1,695,000. A provision has also been taken directly against future reserves as explained below.

**DIVIDEND** A final dividend of 16 pence (1989 15.5 pence) is proposed. This, together with the interim dividend of 3 pence, (1989 3 pence) will make a total distribution of 19 pence, which represents an increase of 2.7% on 1989. The proposed final dividend on the ordinary 25p shares will be payable on Monday 2nd July to shareholders on the register as at the close of business on 8th June 1990.

There is now a substantial disparity between the interim and final dividends. Therefore, subject to unforeseen circumstances, it is the Directors' intention to reduce the disparity and to increase the interim dividend for the half year to 6th October 1990, to 6 pence (1989 3 pence).

**DISCLOSED SHAREHOLDERS' FUNDS** The Group's disclosed shareholders' funds at 5th April 1990, amounted to £88.6 million compared with £87.1 million last year.

**TRADING CONDITIONS** During the course of the year to 5th April 1990, interest rates rose from 13 per cent to 15 per cent. These two increases of one per cent each took place in the first half of our year; during the second half interest rates remained at 15 per cent, although at times there were fears of further rises. Despite these difficult trading conditions our trading activities have achieved reasonable profits.

**REVIEW OF OPERATIONS** During the year we have reviewed the Group's operations to ensure they are concentrated on those areas which are likely to maximise the return on capital. It is the intention that the Discount House remains the core activity but that new areas of business will continue to be sought which will increase the amount, and reduce the volatility, of earnings.

Gerrard & National Ltd. and Gerrard & National Securities Ltd., the market making subsidiaries traded profitably. Within the total result, the Discount House produced profits, whilst the Gilt Edged market maker made a small loss. Over the year considerable use was made of off-balance sheet instruments to offset the effect of rising interest rates on the portfolio of cash assets.

GNI Ltd., the financial futures and commodity broking subsidiary, had an excellent year and profits increased by 70%.

Gerrard Vivian Gray Ltd., the stockbroking subsidiary, benefited from the expenditure incurred in the previous year and improved its trading performance. A profit was achieved before group interest charges.

We intend to withdraw from businesses that do not have realistic prospects of providing the appropriate return on capital. To this end the office in Hong Kong has already been closed. More significantly, the Company also intends to cease carrying on its limited commercial banking business. This business has been built up over a number of years, and last year made a contribution to profits. However, for regulatory reasons, loans granted need amounts of capital to support them which make the return that can be achieved unlikely to be acceptable. Furthermore, granting loans other than of a short term nature is inconsistent with the special status accorded to Discount Houses, particularly in the context of their exemption from the European Solvency Directive. The withdrawal, however, cannot be made without incurring costs and a significant provision has therefore been taken directly against future reserves.

### SUMMARY

This has been a difficult year but the Group remains strong and amply capitalised for its activities. Costs have been reduced and the Group is well placed to benefit from a modest, if not imminent, fall in interest rates.

24th May 1990

Gerrard & National  
HOLDINGS PLC

32 Lombard Street, London EC3V 9BE. Tel: 071- 623 9961.

## UK COMPANY NEWS

### Interest charges rein in Compass gain to £13.7m

By John Thornhill

**COMPASS GROUP**, the contract catering and services company, lifted pre-tax profits by 17 per cent, from £11.7m to £13.7m, in an eventful six months to April 1.

Last month, Compass effectively abandoned its bid for Sketchley, the industrial services and cleaning group, by not raising or changing the terms of its £88m all-paper offer. Costs of £90,000 incurred in the course of the bid were treated as an extraordinary charge.

Turnover rose from £167.1m to £175.6m. Operating profits were strongly ahead at £18m (£14.6m), but pre-tax profits were held back by higher interest charges of £4.3m (£3.9m).

Mr Gerry Robinson, chief executive, said: "Our figures underline the fact that we have gone on trading very well with no real interruption because of the Sketchley bid."

"We have had an on-going steady performance from both the main businesses. We are almost boring in this regard"

he said.

The contract catering and security interests improved operating profits by 15 per cent to £12.4m. Most of the division's contracts came from companies and institutions, which, Mr Robinson claimed, were increasingly interested in contracting out services in recessionary times to reduce costs. "There is an increase in inquiries when times get tough," he said.

The healthcare services division showed a 72 per cent advance in operating profits to £4.3m. The division operates nine acute care hospitals. Another hospital in Bedford has been bought since the end of the period for £1.9m.

A less spectacular performance was evident at the building services division, which recorded static trading profits of £1.2m. But Mr Robinson said the division had been solidly at the moment, doubts must linger about its endurance next year and this may well hinder the company's return to the high ground.

11.6p to 13.4p. An interim dividend of 3.45p (3p) is declared.

### COMMENT

The tilt at Sketchley succeeded in raising Compass's profile, but only lowered its rating as the market feared the proposed move into largely unknown business territory. Even though nothing materialised, Compass's shares still suffered from their superior rating to a market average and it may take a while yet for the company to clamber back on to its premium pedestal. Pre-tax profits for this year may rise to £30m, putting the company on a prospective multiple of about 11.5. That seems a fairly safe evaluation of its prospects, given the dependability of Compass's two main divisions. But the one element of doubt concerns the building services business. Although the division appears to be holding up solidly at the moment, doubts must linger about its endurance next year and this may well hinder the company's return to the high ground.

### Verson surges 56% to £2.47m

By Charles Leadbeater, Industrial Editor

**VERSON INTERNATIONAL**, the West-Midlands based machinery maker, yesterday reported a 56 per cent increase to £2.47m in annual pre-tax profits and predicted that growing demand flowing from Japanese investment would offset slower growth in the UK car industry.

Turnover, more than 70 per cent of which comes from overseas, rose from £42.4m to £58.1m in the year to January 31. Operating profit more than doubled to £4.2m (£1.95m). The company mainly manufactures metal forming machines such as presses.

Interest costs rose by almost £1m to £1.27m, partly because of higher interest rates and the timing of progress payments on long contracts. The company incurred almost £750,000 in exceptional charges arising from the closure of Verson Wilkins' Darlington plant, the building of a new factory and the refurbishment of another factory belonging to Bronx,

another subsidiary.

Mr Tim Kelleher, chairman, said it would next year reap the gains from its £15m investment programme as well as exceptional gains from the disposal of unwanted assets.

The two acquisitions during the year, British Federal and Metform Engineering, contributed about £10m to turnover, but most of the increase came from organic growth through the company's expanding network of marketing offices.

Verson has also added a Dallas office to its two others in the US and opened a second Australian office to expand its network of international sales offices which embraces India, Hong Kong, Spain and Belgium. Mr Kelleher said one of the next moves would be to open an office in eastern Europe. Last year South Korea was its largest overseas market.

Mr Kelleher predicted strong growth in the order book for next year, which already

stands at £80m, particularly from automotive investment in the US and France.

Orders from white goods manufacturers and construction groups were down markedly, but demand from UK steel processors was holding up, Mr Kelleher said.

He added that in the long run the company expected a healthy flow of orders from investment in the UK by Honda, Nissan and Toyota, the Japanese car manufacturers. "In the next five years the UK will enjoy the heaviest auto industry investment the world has seen for the past 20 years."

He also predicted expanding opportunities for the UK machine tool industry as West German capital goods manufacturers concentrated on the refurbishment of East German industry.

The company plans further acquisitions to turn itself into a manufacturer of complete turnkey production systems.

### Cash holdings boost Blick to £2.65m

By David Owen

**INTEREST** receivable on fast-growing cash balances helped Blick to report a 7 per cent advance in interim pre-tax profits in spite of weak demand in UK industrial markets.

Profits at the Swindon-based supplier of clocking-in equipment and radio pagers rose to £2.65m in the six months to March 31, against £2.48m.

The contribution from net interest increased three-fold from £53,000 to £196,000. Essentially the group has no borrowings. Turnover, meanwhile, edged up to £10.98m (£10.78m).

The company said that effective cost controls and stock reductions had lifted cash balances to £5.6m at the period end, compared with £2.8m 12 months earlier. Lead times had been cut by the establishment of a factory in Belgium by a Japanese supplier.

The high level of business failures and rationalisations within certain industries precipitated what the group termed a significantly higher level of contract terminations than in previous years.

According to Mr Alan Elliot, chairman, the termination rate had reached 7 per cent or about the level attained in 1980-81. "If it went over 10 per cent we would be worried", he said. A lump sum is normally payable to Blick by customers in the event of termination.

Gross future rentals receivable under contract rose 25 per cent from a year earlier to £45.2m (£36.1m), to be paid over an average of some seven years.

Taxation for the half-year increased to £755,000 (£715,000). According to Mr Ian Scott-Gall, managing director, the effective tax rate is expected to rise from just under 29 per cent to just under 30 per cent.

Earnings per share were higher at 9.03p (8.72p). An interim dividend of 2.5p (2.4p) is declared, with the board intending to recommend a final dividend of at least 4.5p (4.5p) subject to unforeseen circumstances.

### COMMENT

Small companies, the customers of which are having to cope with high interest rates, are not exactly the flavour of the month at present, as Blick's share price (in common with that of many of its peers) bears testament. With its strong cash flow, solid track record and virtually debt-free balance sheet, however, Blick must rank among the pick of the bunch even if it is immune from hostile takeover. Seen in this light, a prospective p/e of about 9 looks distinctly undemanding. A sound defensive bet, but those seeking an early windfall should not hold their breath.

## WEEKEND FT Advertisement Rates

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## NEWS DIGEST

### Airflow Streamlines falls to £3m

**AIRFLOW STREAMLINES**, the cab manufacturer and motor dealer, saw pre-tax profits fall by almost £200,000 to £3.2m in the year to February 28. Turnover was 12 per cent higher at £56.1m, against £50m.

Directors said the reduced demand for cabs had continued in the first two months of the present year, but for some product ranges forward schedules indicated a significant increase in the middle of the year.

Earnings per share came out at 23.32p (24.93p) and the directors are recommending an unchanged final dividend of 4p for a same-again total of 6p.

### Decline in net asset value at Fulcrum

As at April 30, the net asset value of Fulcrum Investment Trust was 13.45p per capital share, down from the figure of 17.67p a year earlier.

Nav of the income shares was virtually unchanged at 42.5p (42.91p).

Earnings per income share for the six months to end-April emerged at 3.79p (3.48p) and the interim dividend is raised from 2.55p to 3p.

### Fact seeks £2.2m for new premises

**EW Fact**, a USM-quoted training company, yesterday announced a £2.2m rights issue to finance new teaching premises.

The company is buying a property near Kings Cross, London, for £2.34m to cope with its planned increase in student numbers and is proposing to expand its accountancy and professional courses.

The rights issue of up to 2.11m shares will be on a 2-for-5 basis at 105p per share. After the issue, Mr Peter Linacre, chairman of Caird Group, will own 10.84 per cent of the shares and will join the board.

### NOTICE TO THE HOLDERS OF Map Investment N.V.

(the "Issuer")  
3% Participating Bonds  
Due May 17, 1990 (the "Maturity")  
The Issuer has declared and paid U.S. \$3,287,288.00 Participating Interest due and payable on May 17, 1990. The annualized percentage rate is equal to 7% and the amount of Participating Interest payable on U.S. \$10,000 principal amount of the Bonds is \$270.80.  
U.S. Trust Company of California, N.A.,  
as Trustee  
May 16, 1990

### Greyfriars hits £255,000

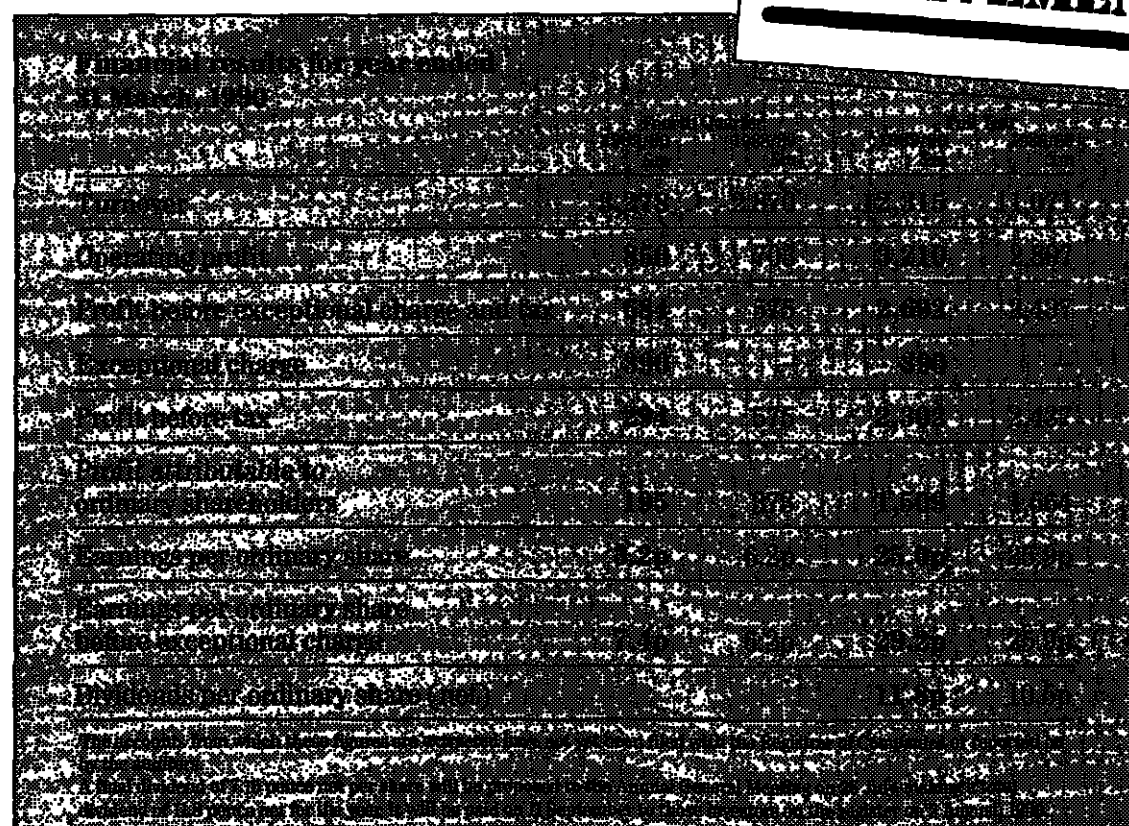
**Greyfriars Investment Company**, a provider of development capital, achieved a pre-tax revenue of £255,416 for the six months ended March 31 - no comparative figures were provided by the company.

Greyfriars joined the main market last September and is paying an interim dividend of 2p. The company intends to pay a 6p total, as forecast.

Earnings emerged at 2.08p and net asset value amounted to 84.8p per share.

## British Telecom

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OF  
ACHIEVEMENT



### Highlights

- Earnings per share before exceptional charge up by 12.4%.
- Dividends per share up by 12.4%.
- Demand for telecommunication services holds up well despite general slowdown in UK economy.
- Investment in plant and equipment at record levels.
- Customer service continues to improve.
- Exceptional charge associated with major restructuring of operations.

If you have any queries as an investor, please call 0845 010606. For daily information on the British Telecom share price and matters of interest to shareholders generally, please call 0845 010707. You may telephone these numbers from anywhere in the UK for the price of a local call.

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Interest on the above issues payable at maturity

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CUSIP NO. 313311 XM 9 DUE JUNE 3, 1991

Interest on the above issue payable December 3, 1990, and at maturity

Dated June 1, 1990 Price 100%

The Bonds are the joint and several obligations of the Banks of the Farm Credit System and are issued under the authority of the Farm Credit Act of 1971. The Bonds are not obligations of and are not guaranteed by the United States Government.

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## Federal Farm Credit Banks Funding Corporation

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This announcement appears as a matter of record only.



## UK COMPANY NEWS

## European expansion for Tarmac

By Andrew Taylor, Construction Correspondent

TARMAC, Britain's biggest construction and building materials group, has made its first aggregate acquisition in continental Europe.

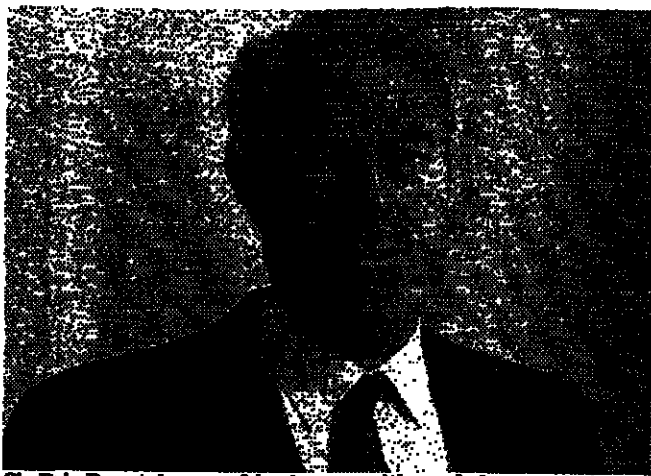
The move comes shortly after the purchase by Blue Circle, Britain's biggest and the world's third-largest cement manufacturer, of its first cement stake in continental Europe.

Tarmac said yesterday it was paying £20m to acquire Barriand, a hardstone and limestone company in west central France, and for a 51 per cent stake Sablières de la Neuse, a sand, gravel, limestone and ready-mixed concrete company in south west France. Both are family-owned businesses.

Blue Circle last week announced it had agreed to pay £28.3m for a 50 per cent stake in Denmark's sole cement manufacturer.

British building materials companies already have a strong presence in France. Steepley is the biggest aggregate producer there with about 10 per cent of the domestic market, ahead of Ciment Français with between 7 per cent and 7.5 per cent.

RMC, another large British building materials group, is one of the two largest concrete producers in France, while BPF is the country's biggest producer of plaster-



Sir Eric Fountain: sound businesses with good characteristics

of Ruberold, the British roofing company, had brought with it roofing interests in Belgium, the Netherlands and France.

Barriand, based at Aigun, owned 11 quarries with reserves of more than 20 years. It would, said Tarmac, benefit from a series of national road and rail improvements which would pass through its area.

Sablières de la Neuse operates in the Haute Pyrénées region and has three sand and gravel operations, a limestone quarry and a small ready-mixed concrete business.

A 20 per cent increase in trunk roads in France is planned by the year 2000. About 30 per cent of main roads are to become motorways.

There are also plans to increase the size of the French high speed rail network, all of which will require substantial amounts of aggregate and concrete.

Sir Eric Fountain, Tarmac's chairman, said: "These are two sound businesses having the good characteristics of many companies we have bought in the UK and which are now the established backbone of our quarry products division. The division is now firmly established in mainland Europe and I expect to see it grow strongly."

## Provisions contain Chrysalis recovery

## B Elliott reaps the benefits of restructure with rise to £7.63m

By John Thornhill

B ELLIOTT, the machine tool and engineering company, recorded a 73 per cent increase in 1989-90 pre-tax profits as it continued to benefit from a restructuring programme.

Taxable profits for the 12 months to end-March grew from \$4.44m to £7.63m on turnover 53 per cent ahead at £124.81m.

Several acquisitions made during the year chipped in contributions but the underlying organic growth was estimated to be between 25 per cent to 30 per cent.

All of Elliott's four divisions increased trading profits and operating margins improved from 6.8 per cent to 8.1 per cent. The specialist engineering division registered £2.25m (£1.32m) in operating profits in

spite of some mixed trading conditions. An improvement in exports helped offset the softness in the UK economy.

After some recent acquisitions, Elliott's electrical engineering interests were said to have achieved "critical mass" and more than doubled profits to £2.84m (£1.05m).

The machine tool division recorded strong growth in exports and important sales were made in West Germany and Japan.

A collaboration agreement has also been signed with a machine tool manufacturing enterprise in the Soviet Union and the company sees "new and exciting" opportunities in the region. Operating profits grew strongly to £3.11m (£1.64m).

Elliott's South African business improved productivity and profitability contributing £1.93m (£1.57m).

Earnings per share advanced from 10p to 12.5p and the recommended final dividend of 3.1p brings total payments for the year to 4.35p, a 21 per cent increase.

Mr Michael Frye, chairman, said he viewed the current year with a degree of ambivalence. The UK economy continued to be soft but Elliott was recording increasing demand from overseas.

But he added: "We think that we are now beginning to see more good news coming in than bad news."

Elliott's shares firmed 4p to 88p yesterday.

## Dobson Park improves 12% to £10m

A 12 per cent expansion in interim profits was yesterday reported by Dobson Park Industries, the mining equipment, industrial electronics and toys group.

Figures covering the half year to March 31 showed profits of £10.16m pre-tax, up from £8.06m in the corresponding period of the previous year.

The largest contribution to profits came from industrial

electronics which put in £4.36m (£3.16m) as a good performance from the group's smaller European subsidiaries offset quiet trading conditions in the US.

The once-predominant mining equipment operation achieved profits of £4.16m, up marginally from £4.05m last time, while power tools, still recovering from adverse effects of relocation from Baling to

Peterborough, declined slightly to £1m (£1.14m).

Overall margins in the toys business suffered from reduced consumer spending, although sales improved 4 per cent, profits dived from £861,000 to £428,000.

Group turnover totalled £129.7m (£114.76m). A maintained interim dividend of 1.9p is payable from earnings of 5.87p (5.71p) per 10p share.

## NEWS DIGEST

## Print side behind Elswick rise

A JUMP of some 50 per cent in operating profits in its printing and packaging division helped taxable profits at Elswick rise 54 per cent to £2.42m in the year to end-January.

Mr Bill Cross, chairman, said the present year had started well with the problems at Falcon Cycles apparently over and he was optimistic progress would continue.

The result was achieved on turnover of £47.42m (£40.04m) and compared with profits of £1.8m. Earnings per share were 1.67p (1.27p) or 1.58p (1.19p) diluted. A final dividend of 0.4p is proposed making a total for the year of 0.8p (0.63p).

## Spong makes £0.77m purchase

Spong Holdings has acquired Thorpac Ltd from Thorpac Group for £768,000 cash. The business markets and distributes kitchen products and cookware. In the year to end-March operating profits were £59,000.

## Archer advances to £650,000

Profits of AJ Archer (Holdings), a Lloyd's managing agent, rose from £382,000 to £550,000 pre-tax for the half year ended March 31.

The results benefited from a £285,000 rise in interest income

to £370,000. Turnover amounted to £1.17m (£1.04m). Earnings emerged at 1.7p (1p) and the interim dividend is lifted to 3.15p (8p).

The company warned that the current less favourable underwriting conditions would affect the results for the 1990-91 and 1991-92 years.

## Advertising rise helps Chiltern Radio

An increase in local and national advertising and the opening of a new station helped Chiltern Radio show a 48 per cent increase in interim taxable profits in its first report since joining the main market in December.

The company also announced the launch of Supergold service yesterday. On turnover of £1.89m (£1.44m) profits for the six months to March 31 were £408,000 (£281,000). Earnings per share were 4.5p (3.5p) and the interim dividend is 1p.

## James Smith Estates up 54%

James Smith Estates, a property investment company floated on the USM last summer, achieved a profits rise of 54 per cent to £1.14m pre-tax for the year to end-March.

Earnings emerged at 5.07p (3.43p) and shareholders are to receive the forecast dividend for the year of 3p via a recommended final of 2p.

Gross rental income rose from £1.08m to £1.45m. At the year-end, properties held by the company were valued by the directors at £28.08m.

## COMPAGNIE GENERALE D'ELECTRICITE - C.G.E.

corporation organized under French Law (Société anonyme)

Capital: French Francs 4,161,811,690

Head Office: 54, rue La Boétie - 75008 PARIS

Registered Head Office: PARIS B 542.819.896

## FIRST NOTICE

The holders of Bonds hereinafter specified issued by COMPAGNIE GENERALE D'ELECTRICITE C.G.E. are convened to a General Meeting to be held at 3, rue La Fayette - 75009 PARIS (France) on June 12, 1990:

- at 11 a.m. for the holders of 10% 1980-1991 Bonds (originally issued by Compagnie Financière d'Alstom) of FF 5000 each, convertible into common shares of C.G.E.
- at 3.30 p.m. for the holders of 6% 1990-2000 Bonds of FF 600 each, convertible into common shares of C.G.E.

In order to consider the following agenda:

Board of Directors Report

Approval of the documents proposed to the 11th meeting (Ordinary and Extraordinary) of shareholders, including the board:

\* to issue securities which permit to subscribe shares, with the shareholders' waiver of their pre-emptive right,

\* to allow the employees of the company and of the companies of its group, right to subscribe or to buy shares,

\* to issue shares allocated to the employees of the company and of the companies of its group who have subscribed to a "Plan d'épargne entreprise",

\* to issue shares allocated to the employees of the company and of the companies of its group who can't be member of a "Plan d'épargne entreprise",

\* and to issue shares against presentation of securities issued by subsidiaries of C.G.E.

\* Decision on the method of recording the documents of the general meeting.

To permit the shareholders to attend or to be represented at these meetings, the bonds or their deposit receipts, must be deposited at least five days before the date fixed for the meeting, at the office of the bonds holding participant in the placing of these Bonds and from whom proxies or subscription cards can be requested. These meetings shall be validly held if the holders of twenty five per cent of the outstanding bonds entitled to vote are present in person or represented.

THE BOARD OF DIRECTORS.

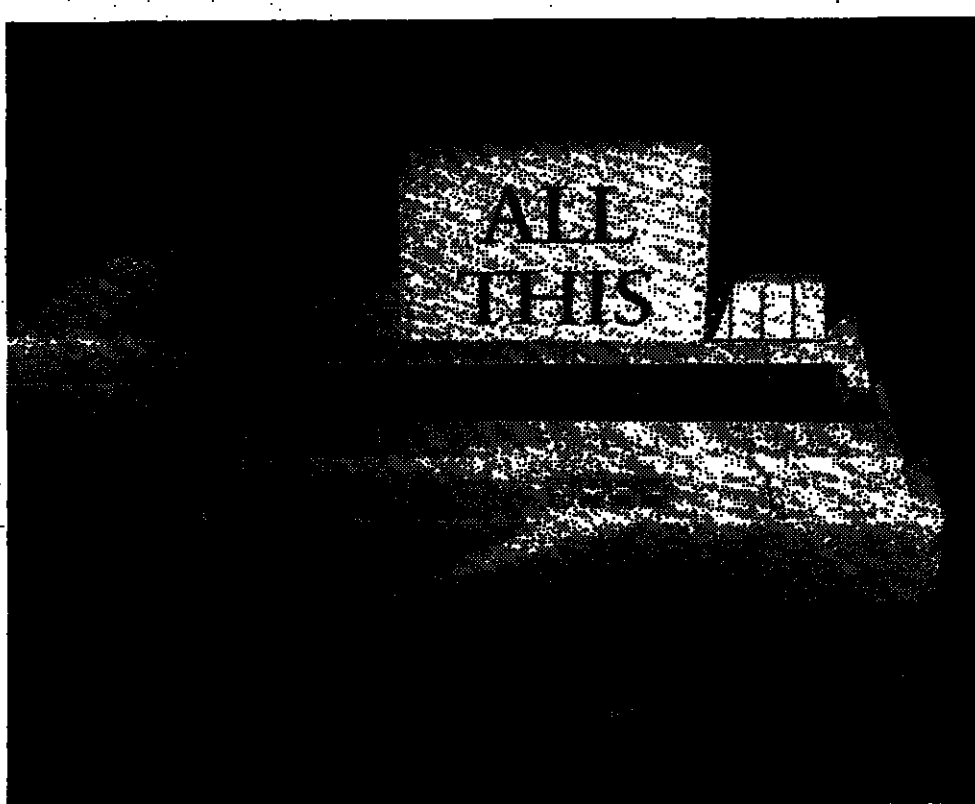
## FULCRUM INVESTMENT TRUST P.L.C.

Interim Financial Statement (Unaudited) for the six months ended 30 April 1990

	Six months ended 30 April 1990	Six months ended 30 April 1989
Revenue after Loan Interest	£195,912	£184,106
Net available for Dividend	£121,696	£111,635
Dividend cost	£26,246	£81,809
Dividend Per Income Share	3.00p	2.55p
Net Assets at Valuation	£3,534,626	£4,211,375
Net Asset Value per Income Share	42.90p	42.91p
per Capital Share	13.45p	17.67p

MAUNBY

INVESTMENT MANAGEMENT LTD  
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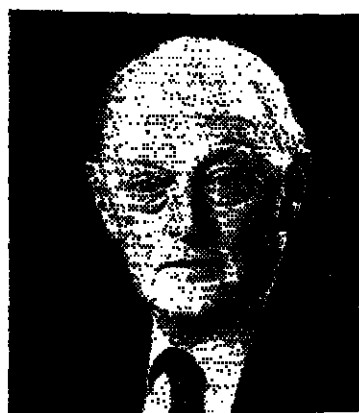
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*Richard Hornby*  
CHAIRMAN

With 16% of all mortgage business in the UK, Halifax Building Society can draw on more experience than any other lender in the housing market. In spite of difficult market conditions in 1989, we turned that experience to producing a set of excellent results.

Our assets went up 18.6% to £47.9 billion, our gross profit also improved by 16% to £534 million. Most tellingly, net mortgage advances increased to £6.2 billion.

But financial results are not the only way we judge our performance.

The satisfaction of our customers is of most importance to us and so in 1989 we again improved and extended the services we offer.

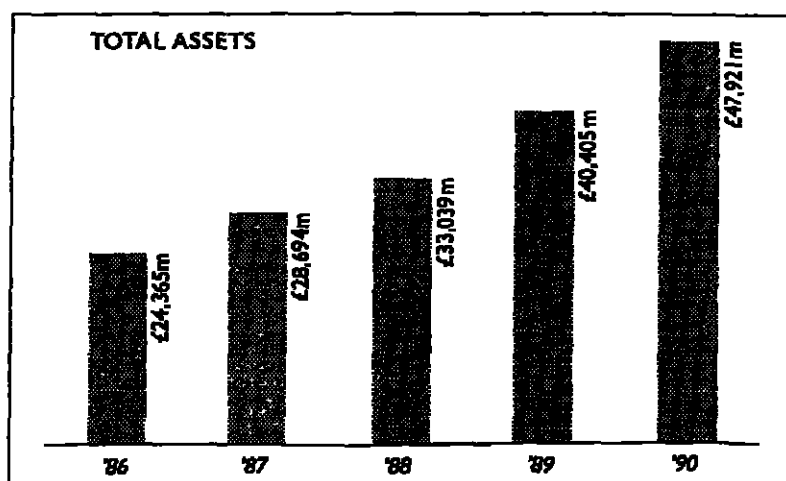
Our primary business is in housing and savings and the market last year was one of the toughest for years – for customers and building societies alike.

#### Investment and Savings

1989 saw further innovations in our portfolio of investment products.

We introduced a new premium rate product – Capital Xtra – and a regular income account – Monthly Income Xtra.

The market's response to this enhanced product range was particularly encouraging with over £23 billion flowing into our branches.



#### Banking Services

Perhaps the most significant launch of the year however was our MAXIM current account, which in the first three months alone attracted over 100,000 customers.

With MAXIM, the Halifax can now offer a full personal banking service from cheque book to credit card, from personal loans to travellers cheques.

Later this year, Halifax will launch its

forefront of the mortgage market and we are committed to continued development of our Home Buying Service.

During the year, Halifax Property Services consolidated its position in an extremely difficult market. It will emerge leaner and fitter and well able to compete in the housing market of the future.

#### Customer Service

The major progress we have made in improving our branch facilities continues to free branch staff from routine administration allowing more time for discussing needs and offering advice to customers, tailoring financial packages to suit them.

A further major development during the year, in our quest to improve on customer services, was the extension of our Financial Services operation, offering a wide range of insurance products.

Our link with Standard Life, Britain's leading life assurance

office, will help us extend our portfolio into Unit Trusts and PEPs.

own SWITCH card facility which allows customers to pay for goods and services without having to write a cheque.

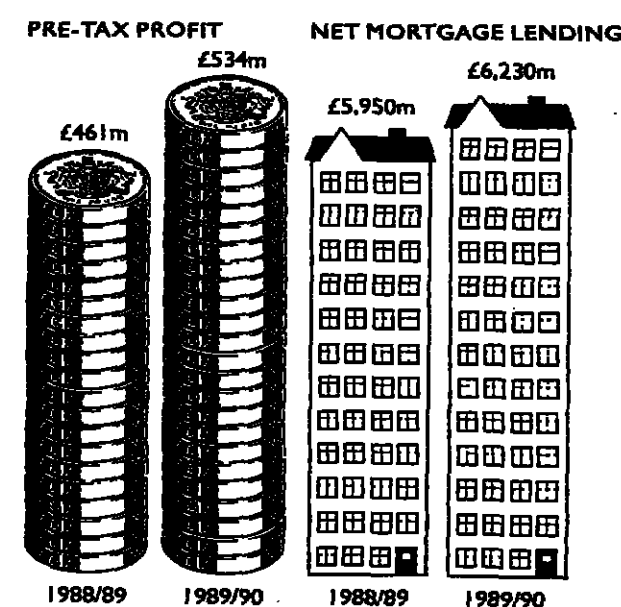
#### Housing

During 1989, we undertook several initiatives in the housing market.

For example, we introduced a special discount for first-time buyers so helping those seeking to make their first step onto the housing ladder.

Our range of low start schemes was also improved and widened in scope and better terms on our Apex mortgages gave a helping hand to those wanting larger loans.

All of these moves help to keep us at the



#### Building on Strength

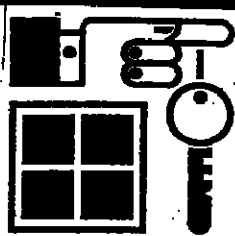
These results, initiatives and innovations show experience at work helping the Society to consolidate its position as the leading mortgage lender and to pursue its aim to be the No.1 provider of personal financial services in the UK.

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EXPERIENCE  
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# FINANCIAL TIMES SURVEY



The 1990s will be a critical decade for London's Docklands, and observers are still divided between

sceptics and enthusiastic supporters. John Brennan looks at the phenomenon of 'Dockblindness' and at what this may cost Britain, in national and in international terms

## Jellied eel and other myths

ONE in five overseas visitors now takes a tour through Docklands, according to the most recent survey by the London Tourist Board.

However, while foreign tourists add a journey east from Tower Bridge to their itinerary to see what all the fuss is about, David Hardy, third Chairman of the London Docklands Development Corporation (LDDC), confirms a level of "dock-blindness" among senior business people in Britain that is, he says, "exasperating".

"I have never known anyone who sees it who hasn't been impressed by what is happening," says Mr Hardy, "and yet I do have conversations all the time with people who will tell me about all the problems attached to the area - and who then admit that the last time they went down there was in 1956 to see the Star of Burma or some such berth at Millwall."

Sir Nigel Brookes, founding Chairman of the LDDC, spent a great deal of his time acting as tour guide to sceptics whose image of London's East End, and of Docklands in particular, was of another world populated by Cockney dockers and militant councillors who devoured jellied eels and developers' proposals with equal gusto.

Sir Christopher Benson, Sir Nigel's successor as chairman, had the different but no less complex task of guiding sceptics around the idea that Docklands was little more than a casino for land speculation, and towards the still heretic view that it was, indeed, an accessible business location.

"Dock-blindness" is as prevalent as ever today, in part because so many senior business people in Britain still have never been there. They have heard about it, but have yet to see, what ten years of development work has done to London's Docklands.

This compounds a more colourful set of preconceptions: a decade's worth of television documentaries and newspaper reports have killed the jellied eels image but substituted a set of equally dubious generalities. Anyone who has never been to Docklands can reel off a series of "well known facts" that have sufficient truth in them to justify not visiting.

For example, Docklands is,

by popular assumption, inaccessible by road, rail, or water. You can get there by air, but who would want to jump in a cab and fly to Europe from an empty airport when one could enjoy the pre-flight experience of a cross-London journey to Heathrow?

Or Docklands has too many, too monstrously ugly, too big buildings. That's an opinion that carries the additional weight of a Royal seal of disapproval. After all, the Prince of Wales' first reaction to the proudly displayed models and drawings of the towering Canary Wharf development was the plaintive question, "Why does it need to be so high?" Why indeed, especially if you are attuned to the view that the office space of Tower Hamlets and beyond will remain empty because it is being completed just as the 1980's high tide of development ebbs, to leave a surplus of space for the 1990's?

As for the rest, everyone "knows" that Docklands' yuppie-only housing is unsellable as the City's redundant generation of Yuppies' age downwardly into debt. In any event, it is another "well known fact" that Docklands is too far away from the West End and the City to be central, and too near to be suburban.

If a look at the map suggests otherwise, a review of West End surveys confirms its status as a land beyond the pale. Docklands' buildings now account for no less than 60 per cent of commercial development activity in the whole of the capital, and yet the area is still not accorded central London status by major property agencies churning out data on the traditional "three" London office markets - City, Midtown and West End.

There are, then, plenty of excuses not to ask the chauffeur to take a detour along The Highway, or to dip down through Wapping High Street past Limehouse and around West Ferry Road. So what is it that intrigues

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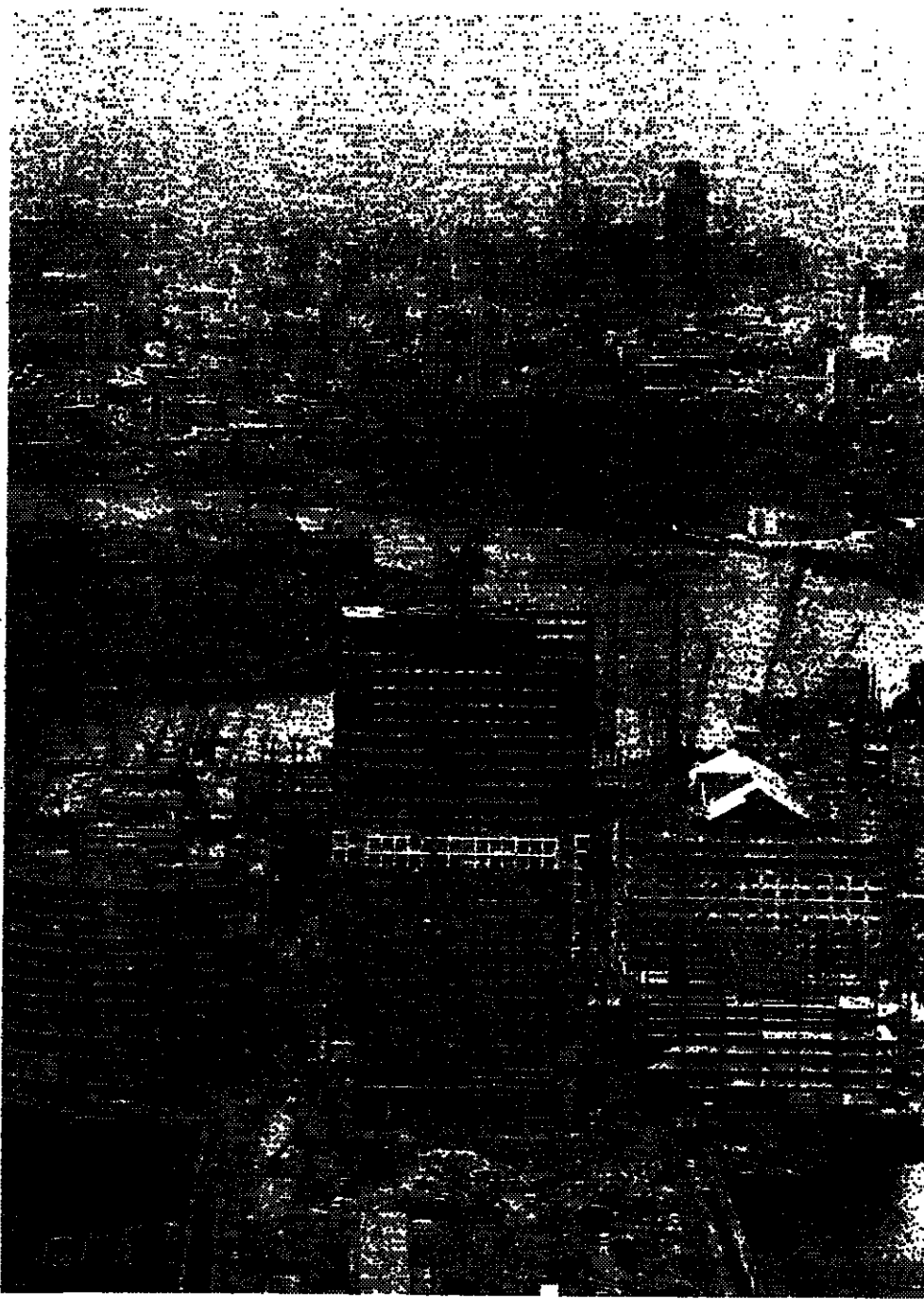
tus as a land beyond the pale. Docklands' buildings now account for no less than 60 per cent of commercial development activity in the whole of the capital, and yet the area is still not accorded central London status by major property agencies churning out data on the traditional "three" London office markets - City, Midtown and West End.

There are, then, plenty of excuses not to ask the chauffeur to take a detour along The Highway, or to dip down through Wapping High Street past Limehouse and around West Ferry Road. So what is it that intrigues

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The old and the disputed: Canary Wharf development on the Isle of Dogs, with the City behind

## LONDON DOCKLANDS

the foreign tourists?

One reason is that visitors begin to see what the crude statistics only hint at. Eight square miles of LDDC territory doesn't sound that impressive. It is hard to visualise until it is translated into miles of new or renovated buildings, development sites, and open spaces - a total of 4,800 acres of land and buildings in a six mile extension of the capital.

It also converts into acre after acre of captive waterscape - 500 acres of enclosed water in all, plus the sweep of the River Thames from Tower Bridge to beyond the gap-tooth dam of the Thames Barrage.

The lie is given to the yuppie-only thesis by the sight of nearly 20,000 new homes for a local workforce that has already more than doubled since the LDDC was formed, with 3,000 businesses having pioneered and now settled in an area with a prospective 150,000 jobs by 1997 - nearly a quarter more than at any time in the Docklands, admittedly troubled, post war history.

As for commercial accommodation, add up all the actual and outline plans for office space in the LDDC area and a grand total of more than 30m sq ft could be provided by the

turn of the century. That is the equivalent of half the total office accommodation in Brussels, all the modern offices in Madrid, or 40 per cent of the space in the Frankfurt market.

It is in that international context that LDDC chairman David Hardy likes to view Docklands today. "I see Docklands in terms of Europe and the single market of 1992; with the City and Docklands working together they are tremendously complementary. To get international corporations to move to London and to expand in this country you have got to provide the facilities of the City and of Docklands."

It's a sales message with a bite. London's position as Europe's major international financial centre is less at risk than its status as first choice as a base for international commercial headquarters. The strength of the City's support services for the global financial industry far outweighs London's relevance as a base for global manufacturing or commercial organisation. And with prime London office space in traditional central locations now more expensive than New York's finest, and only dwarfed by the exceptional costs of Tokyo property, the city

fathers of Paris, Brussels, Frankfurt, Dusseldorf and Madrid each have cash-solid arguments in their efforts to attract internationally-mobile businesses.

Cost would have been only part of the problem in maintaining London's world-role as a base for international commercial headquarters. The success of Docklands in guarding the City's planners in relaxing their curbs on new building within and around the Square Mile. Without the fear of an exodus of traditional City space-users east into the Docks, there would not have been redevelopment of the City's elderly stock of offices on anything like the scale seen over the past five years.

The gross office space figure for London may well be heading towards one of their periodic peaks of over-supply, but the picture changes when viewed on an international standards and costs basis. Immediately available prime quality office space at half the occupation cost of properties in older-established locations then moves to the top of the pile on the boardroom table groaning under the weight of special incentives offered by euro-cities keen to win their share of London's best tenants.

## John Brennan interviews LDDC policy-makers past and present

### Regeneration game

SIR NIGEL Brookes, the LDDC's founding chairman, doesn't get down to Docklands as much as he would like to these days. But he retains an obvious fondness for the period when he, along with Mr Reg Ward, the LDDC's first and dramatically most dynamic chief executive had an effectively open brief to regenerate the area.

As chairman-designate in 1979 Sir Nigel ran the LDDC from a suitcase using consultants. "There was no formal budget until the legislation to create the corporation had been passed. We would have been in contempt of Parliament if we had set up without consent, and so we were told that we could spend on consultants."

The openness of the brief still amuses Sir Nigel. "Looking back, it was a period that I enjoyed as much as I did the very earliest days of the business." Since the business in question is Trafalgar House, which stretched from Cunard to Trollop & Collis via the Ritz, that's an echo from the property development days when deals were worked out on the backs of envelopes rather than through a sophisticated group finance department.

In Docklands, the scope to invent the future enabled Sir Nigel to scribe on a far larger envelope. Take, for example, the LDDC's Enterprise Zone on the Isle of Dogs. It is a zone that might never have been, since, as Sir Nigel says: "We actually didn't want one. We felt that regeneration could be achieved without the potential distortion of development that would come with an enterprise zone, and you must recall that at that time the talk was of these zones being a kind of Kowloon Free Port with unregulated businesses. All we said was that we'd be happy as long as there wasn't one within 50 miles of us."

"We did take it, because the Government was thinking of setting up a zone in Wandsworth." Looking at the LDDC today, Sir Nigel dismisses critics who claim that it has evolved with no conscious planning or integrated control on development.

On housing, he says: "Our view was that the way to keep prices down was consciously to release that he believes might break the log-jam in the Docklands residential market. As for planning, Sir Nigel says: "We did take an enormous interest in the architecture and the developments. I would reject the idea that there was a planning free-for-all; we kept the freeholds of sites in the Enterprise Zone and so we were in the position of freeholders to insist that there was none of this system-built, municipal form building that people associated with new structures in the area."

On the mismatch in the pace of development and the creation of an adequate transport system, Sir Nigel comments that: "We always realised that the key to the area was the infrastructure and that development needed a simultaneous improvement in communications."

Although it was envisaged that new, higher density developments would replace the first crop of developments, no one between 1979 and 1984 could have allowed for the acceleration in the pace of development that resulted from the start made to the Eltham Canary Wharf scheme on the Isle of Dogs.

"Canary" was never taken very seriously in its initial stages, but when the Reichmanns came on the scene everything changed. That change led to plot ratios throughout the Docklands being "increased by a factor approaching 10 times," since his chairmanship.

The Reichmann brothers' Olympia & York made its commitment to build Canary Wharf in Sir Christopher Benson's time as LDDC chairman. "When you look at that period you have to say 'Thank God for Olympia & York.' In 1984 Docklands was full of people who were speculating in land purchase, but at these were options on land, many of which might never have been followed through to a development," says Sir Christopher.

The Canary commitment helped to bring many of these land options down to ground

#### IN THIS SURVEY

- Without vision and cash, Docklands may turn into an artistic wasteland... p 2
- The new 'Docklanders': how do these companies which have moved east cope?... p 2
- The developers are running a hard race... p 2
- Waiting for the train... p 2
- The Thames - an empty highway in a congested city... p 2
- The housing market... p 3

LDDC had no choice. "It had been argued from the outset that the developer would want the freehold as a quid pro quo for the huge construction costs," he says. But as chairman of MEPC with a portfolio of large property developments on leasehold and freehold sites, Sir Christopher was able to point out the fallacy of that argument.

What neither he, nor the Government, could do was to counter the clarity of Mr Paul Reichmann's argument when Olympia & York stepped in with the cash to make the idea a reality.

"It was quite straightforward," he said that if they didn't get the freehold they would walk. "Looking at Docklands Sir Christopher feels that it may be not have been a bad thing that Rosehaugh and Stanhope, proposed developers of the central section of the Royal Docks, have pulled out of the scheme."

This reflects the belief that the conditional contract to develop this final, large dock area was out of date.

"This does open up the opportunity to learn from the errors on the Isle of Dogs, it is such a fantastic opportunity to have that great area for development at the turn of the century," says Sir Christopher.

If all comes back to time, if the Royals slow-down its a chance to make sure that what gets built is up to the potential of the area.

Although he sees that demand in the London commercial market as a whole has dropped and could well go further: "I don't fear a real bump because there are tenants who still need space and who will want the quality of space that is becoming available. I think that Docklands will end up as a shining example of regeneration."

That is a cheery exit line for Mr David Hardy, LDDC chairman and, in spite of his City provenance as chairman of the bid-besieged Globe Investment Trust, a long-time enthusiast of wharfsides and dock areas around the world.

"I come from a family that has been in shipping for five generations and an enthusiasm for the life and the energy you find in dock areas is part of my heritage. It has been enormously stimulating to see London's docks being reborn, says Mr Hardy."

Mr Hardy was able to view the LDDC from close quarters as chairman of the Docklands Light Railway and as deputy chairman of London Regional Transport. He can fairly claim to have been doing his bit to match communications to development long before taking the chair at the LDDC.

Sir Nigel believes that: "The highest accolade [for the LDDC] would be to be able to hand back Docklands to its local authorities."

It's a view which Mr Hardy shares. "There is no question that there is a role for the LDDC into the next century, but I'd like in my time to see areas such as Southwark at a stage where they can be returned to their boroughs."

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London Docklands most successful development

## Tony Glover talks to two of the new 'Docklanders'

### Companies which have made the move

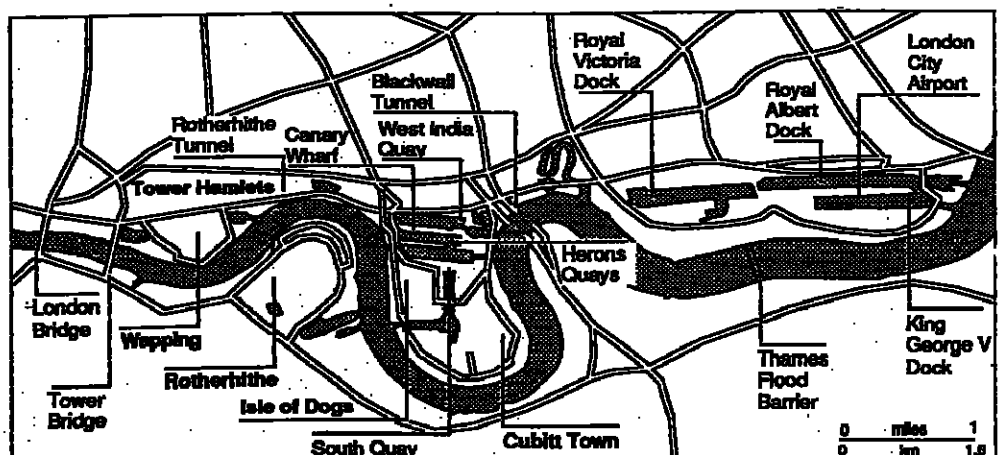
WHEN the pioneers moved to London's Docklands they sent back grim reports of a derelict wasteland plimped with building sites, a desert in terms of entertainment and shopping facilities compared with central London. This unhappy image was compounded by tales of how inaccessible the area was for commuters.

However, the momentum of the recent commercial development boom and rocketing office rents in central London have combined to make companies looking for a London location want to begin taking Docklands seriously.

The latest company to agree to make the move from central London is the multinational advertising company Ogilvy & Mather. Peter Corfield, the director managing the relocation, admits Docklands was not the choice which first occurred to the company, but said lower rents were a big incentive - at between £27 and £32 per sq ft, rentals in Canary Wharf are half those in the West End.

Mr Corfield explained why the rocketing rents in central London had such an impact on companies like his: "Some professional firms may be able to raise their fees in line with rents, but we are tied to a commission base. Traditionally, accommodation accounts for between 8 and 10 per cent of turnover. Suddenly you are now talking about 25 per cent in the West End."

Mr Corfield says he examined



many thousands of letting brochures and physically inspected 120 different premises before deciding on Docklands.

Mr Corfield believes Docklands is going to appear increasingly attractive to companies like his, which which depend on face to face contact. "You have to ask where the media village of London is going to move to. There is a natural break in a lot of 25-year leases coming up."

He added that his industry's suppliers, the film studios and production houses, were being adversely affected by the change in use classes which has enabled West End landlords to charge rents of about \$44 per sq ft on studio space to bring it into line with office rents. Mr Corfield

believes they will head east. He added that the standard of accommodation available in Canary Wharf was far higher than any he had seen in central London.

The 10.4m sq foot Canary Wharf development could only happen in Docklands, given the difficulties associated with site assembly and planning permission in central London. At the heart of the development there will be more than 250 shops, including a 13,000-sq ft Marks & Spencer food hall, a 600-seat court, more than 30 restaurants, a health club and a full range of business and medical services. Together these facilities will cover more than half a million sq ft of the development. At Port

East, built around a listed former warehouse, another 250,000 sq ft will house shops, restaurants and a 13-screen cinema complex.

So far the list of tenants for Canary Wharf runs: Credit Suisse First Boston (500,000 sq ft), Morgan Stanley (500,000 sq ft), Merrill Lynch (240,000 sq ft), Texaco (200,000 sq ft), Ogilvy & Mather (about 100,000 sq ft), Skidmore, Owings & Merrill (SOM) (40,000 sq ft), plus retail tenants.

However, those companies already in Docklands have had a far thinner time regarding facilities. The Daily Telegraph was among the first to move there and, like families before television, the newspaper was forced to make its own entertainment. "Recently the surrounding infra-

structure has improved a lot. In the beginning there were very few restaurants and we had to use our imagination." Among the facilities that resulted is a floating restaurant for staff, converted from a former supply boat for the Shetlands, the Celtic Survivor.

Other facilities include a fully-equipped fitness centre for the staff. A major attraction for most companies moving to Docklands is the parking situation. In the City, the parking ratio is never any higher than one space per 12,000 sq ft. In Docklands developments the ratio is one to every 1,500 sq ft. Canary Wharf alone will have parking for about 6,500 cars.

However, even these ratios are not high enough to mean all staff will be able to drive. Given the limited success of the Docklands Light Railway, one of the biggest incentives for firms moving to Docklands is last November's decision to spend £1bn extending the Jubilee line from Green Park via Westminster, Waterloo and London Bridge, Surrey Docks and Canary Wharf to Stratford.

Another communications angle rarely discussed but of increasing importance is the location's communication links with other European cities. Mr Corfield believes that in order for companies in Docklands to take full advantage of the London City Airport, it will have to extend the variety of aircraft using the airport to include high-speed jets.



## LONDON DOCKLANDS 2

## Opening up the river

## The empty highway

"WHAT staggers me about London," says David Jeffrey, the Port of London Authority's chief executive with responsibility for the river, "is that you have this wonderful six-lane highway, already maintained, which runs alongside the main commuter stations of Charing Cross, Waterloo, Blackfriars and Fenchurch Street, and yet it is hardly used."

He added: "I have heard it said that it costs £50m to build one mile of dual carriageway, and here we have 30 miles of six-lane highway which is just ignored." Mr Jeffrey believes a comparatively small investment from the Government could do a tremendous amount both to open up Docklands to commuters and to relieve central London's traffic congestion.

It would cost about £20m to provide three piers capable of coping with the huge increase in passenger traffic which the opening up of the river would facilitate. This would not only be the cheapest solution to traffic congestion, but one which could be operational before the end of the life of this Parliament.

Another incentive for such a project would be the impact on tourism. Given the number of historic and impressive buildings which can be best viewed from the river, London would be well advised to follow the example of cities such as Paris which make great use of river buses.

Given that the initial investment would be so low, why is nothing being done? Mr Jeffrey believes there are two main reasons: one is basic short-sightedness; the second is the poor example set by earlier river transport schemes, which were underfunded. He also suggested there may be a political disincentive in that road schemes generally bring votes from easily identified catchment areas.

Mr Jeffrey is adamant that any river passenger development should follow from a mixed economy scheme and not be continually holding out its hand for government subsidy.

This is in fact already happening, albeit on an extremely small scale. A service is operated by the Riverbus Partnership, formed in March between the struggling

Thames Line Plc and a consortium of five property development companies. The government is contributing £2m to the project. Mr Jeffrey believes the project is underfunded and unambitious. Moreover, the very limited service serves as a barrier to its further development. While people can point to an inferior service it is hard to attract the investors needed to provide a full scale river transport scheme.

Even those firms directly involved in the current scheme hold out little hope for its growth. A spokesman for Olympia & York, partners in the Riverbus Partnership and the developers of the mammoth Canary Wharf scheme, said he envisaged only limited use of the river. He said the major difficulties were not on the river as such but in actually getting to the piers.

The service as it is offers a fast service at 20-minute intervals between Chelmsford, Harlow and Greenwich, stopping at Charing Cross, Festival Pier on the South Bank, Swan Lane in the City, London Bridge City Pier and West India Pier on the Isle of Dogs. It also provides a service to London City Airport.

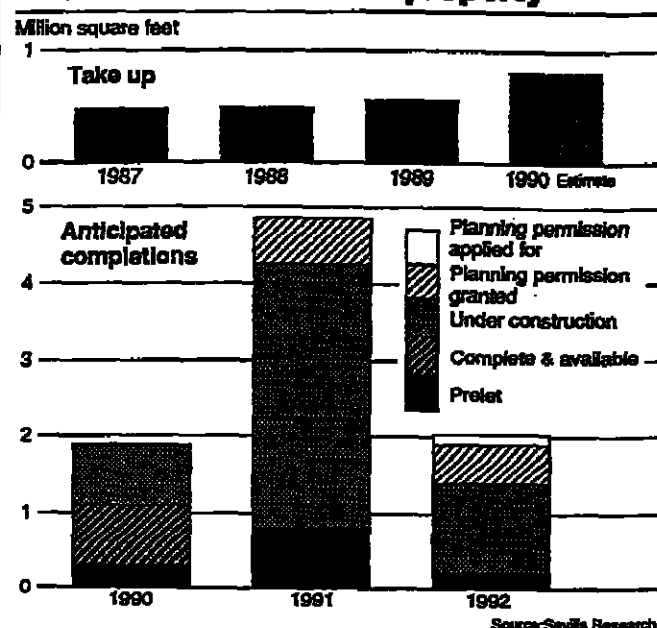
The PLA is also playing a role in developing the river above the Thames Barrier - up to Teddington - for leisure, pleasure and tourism. Cruise operators have been encouraged to enhance their services.

Of course, the river is also used for cargo. The total cargo handled has risen from 43.8m tonnes in 1987 to 49.9 million in 1988 and 50.2 million in 1989. The extra tonnage is handled by new facilities on both banks of the tidal Thames. More than 4m tonnes of cargo are moved annually through the Thames Flood Barrier at Woolwich and, in the opposite direction, 5m tonnes of London's refuse is shipped through the Barrier for disposal at landfill sites downriver.

According to the PLA there is not likely to be a substantial change in the pattern of use of the river: leisure and pleasure activities above Putney; tourism on the central section; and commerce below Greenwich.

Tony Glover

## Docklands commercial property



The traffic may jam forever, writes John Worrall

## Waiting for the train

EVERYONE knows about Docklands transport: access to the Isle of Dogs is awful and in the short term will probably get worse. The whole infrastructure was either inadequate from the outset, or is a victim of Docklands' success, dependent upon where sympathies lie. So far, so bad.

But the irony, ribaldry and generally negative press have given the Dogs a bad name which may now be getting out of proportion. By the late 1980s, say those with faith, the Isle, with its new Jubilee Line and good road connections to the motorway network, will arguably be better connected than any off-centre London office location.

The test of that faith will come in the meantime. Not only will rail capacity change relatively little before 1993, but the roads will be inadequate, and half of them will be dug up as road building continues. The last of the LDDC's road schemes to be completed will be the Limehouse Link westwards to the City which, at more than £220m for little more than a mile, is Europe's most expensive. The LDDC is quietly hoping that with the downturn in the commercial

property market, road and rail improvements might just about keep pace with occupation of the office space coming on stream.

The favourite target for derision is the Docklands Light Railway, a driverless shuttle which rides a high rail on a three-branch network connecting Stratford, Tower Gateway and the Isle of Dogs.

With an initial capacity of 1,500 passengers per hour in each direction, it was conceived in the expectation of low-rise industrial development in the Isle of Dogs Enterprise Zone, only to be confronted with enormous office buildings born of the Zone's laissez-faire planning regime which could, in the end add up to 25 m sq ft of space. Someone perhaps should have seen that coming.

With only 22,000 jobs of a possible 160,000 in place on the Isle of Dogs, the DLR already has a mere novelty interest for those in traffic jams below. Despite a deterrent parking charge, horror stories abound of car commuters who must leave homes to the west of London at 5.30am to get a decent run in.

While that sort of thing may be partly a symptom of London's general condition, it will probably continue until the Jubilee Line arrives. Docklands probably hopes that the government will not yet bow to pressure for road pricing to treat that condition.

The losers for now are the developers and investors whose buildings, notwithstanding falling rents and rising inducements, are unlet. The irony is that if they find tenants in the near future, they will add to the traffic. But that also means that there are soft deals for corporate planners who can take an objective view.

Docklands' improvements schedule, now the responsibility of transport minister Mr Roger Freeman, includes the phased expansion of the DLR to carry 6,000 passengers in each direction by 1993 and, probably, its southward extension

across the Thames to Lewisham. The LDDC is hoping for a bill to be deposited in Parliament this year which might allow its completion by 1995.

Mr Freeman will also be pushing the Jubilee Line bill, currently making slow progress as the House committee makes heavy weather of its effects around Parliament Square. The indications are that it should be through by late 1991 with the line being finished before that. Trains could run in 1992.

The Jubilee Line of course is the artery without which Docklands will wither. Its funding has been the subject of a much reported but still undecided poker game between the government and interested developers, notably Olympia & York, the developers of Canary Wharf. The widely bandied but unconfirmed figure is a 40 per cent developer contribution to a £1bn total cost at current prices.

Unfortunately, all this potentially life saving extra transport capacity will still be stretched. If the Jubilee Line is built and the DLR is expanded and extended as proposed, lines reaching Canary Wharf will have a total hourly capacity of close to 60,000 passengers both inbound and outbound.

That is barely the number of workers expected in a completed Canary Wharf alone, even if they won't all travel home at the same time. The river can carry some but not many. The City Airport, struggling to make ends meet on low traffic volume, is limited to business travel.

All of which means that the roads will still have a lot to do. Buses already scuttle about and more will do so, but given the fact that the Isle of Dogs is flanked on three sides by the Thames, congestion at the northern entry points will be unavoidable, particularly where traffic mixes with east London commuter traffic on the A13.

But at that point of course, it ceases to be something for which Docklands can be blamed directly.

## John Worrall looks at Docklands through the inheritors' eyes

## A mixed legacy for councils

TO A great extent, the three London boroughs involved in Docklands - Southwark, Newham and Tower Hamlets - have been spectators to all that has happened.

They have had their local planning democracy usurped by the LDDC. In compensation, there has been plenty of scope for politicians and the particular luxury of being able to disclaim all responsibility for something which all three, in colours which clash with the present Government's, have not been slow to do.

"We wouldn't have allowed that," said Tower Hamlets of

the scale of the Canary Wharf office scheme. It has also declined to adopt the Red Brick Road, the road system of the Isle of Dogs business area, saying it is much too small for the job. Most with hindsight would agree though the council will get the road anyway when the LDDC expires.

Southwark for its part has published a booklet, "Broken Promises," which is a list of disenchantments hanging mainly on what it sees as the failure by the LDDC to provide enough jobs, affordable housing and social services.

Those two councils have a clear idea of what they will be left with, which comes down to a lot of commercial space and upmarket residential units, and in the case of Tower Hamlets, an infrastructure problem, which although under heavy treatment, may prove durable.

Newham perhaps remains the most interested observer, because development in its section of Docklands is less advanced: the Royal Docks still constitutes one of the biggest slices of undeveloped inner urban land in Europe.

When the LDDC was set up in 1981, there was a vague expectancy, though no formal statement, that it would last about as long as the Isle of Dogs Enterprise Zone, on which basis it would be winding up in 1992. However, at the start of the new decade it has an open ended look about it which prevents the councils from giving thought to picking up the reins.

Despite co-operation on the implementation of planning

consents, relations between the LDDC and the three councils remain a little touchy as the new committees shake themselves down after the May elections. Newham and Southwark stayed staunchly Labour, while Tower Hamlets moved more firmly into the Liberal Democrats' hands.

There was a slight flurry recently in Tower Hamlets about the Social Accord, a compensation package attached to the major road schemes under which the LDDC is paying £70m for replacement housing for affected council tenants and a further £30m for environmental improvements and training packages. Following comments by senior LDDC management that as an annually funded organisation, it couldn't give a solid guarantee that it would continue to get the funding for the Accord, Tower Hamlets felt obliged to write to Environment secretary, Chris Patten, seeking - and getting - an assurance that the agreement would be honoured.

However, few such specific issues yet arise, and policies and views on the resumption of responsibility remain hazy. There are broad comments that in the longer term, the councils would want all LDDC land holdings to pass to them rather than be transferred to another quango or summarily sold off, as was the case with the GLC disbandment.

Affordable housing and relevant social facilities would go back to the top of the list. Jobs for residents would get more priority, in which context, the

City Airport runway extension gets a conditional welcome from Newham, even though the council objects to the specific application because there aren't enough safeguards against environmental noise and disturbance.

Development partnerships with the private sector would continue although there is some muttering about co-operation with large consortia. They are seen in some quarters as a constriction on development progress insofar as they have a tendency to produce master plans but then dictate the pace of progress according to their own internal criteria as well as market reasoning, sometimes thereby stagnating the process.

Partnerships with Government would probably find more favour, with their attendant CPO powers, land disposal powers and more guaranteed funding every year, as long as the councils controlled the planning.

Councils indeed seem keen to get back to planning infrastructure at the same time as other elements of development, which now seems an almost quaintly old-fashioned idea. All this, however, is hypothesis while the LDDC remains in place - and it still has a lot of work to do.

Meanwhile, although the loss of local planning democracy still ranks, the LDDC's centralised carte blanche planning has produced benefits which the councils can enjoy. The experience seems to have been stimulating as well as instructive.

## WINNERS AND LOSERS

## It's a hard race for developers

Owings & Merrill, and Lehrer McGovern.

Doubts hover over the real strength of each backing, however. Rents are said to be £27 to £30 a sq ft compared with lettings below £20 in other buildings, but the privately-owned developer restricts details of deals, so there are suspicions that bribes may have been offered.

But whatever the early cost, O & Y knows it is building a big early lead by grabbing tenants. The 4m sq ft first phase will be filling up next year, helping cast off the white elephant image and impressing other potential backers such as Barclays Bank.

Other runners are not jealous, because their future hangs on Canary Wharf. If it fails, there will be nobody to set the pace.

Some have already won by starting early and offering the right price. Charter Group made its early start by buying up 1m sq ft of offices at Harbour Exchange while others pondered. "It was important to get to a critical mass at the right time," said Mr Hugo Stuttaford of Knight, Frank & Rutley.

Then the group sold four of the blocks. Around 400,000 sq ft has been let at rents between £18.50 and £20.50, the latest space going to the Export Credits Guarantee Department in what owners hope is a prelude to another major government department coming in.

Housebuilders were in Docklands first, so they had the advantage of an early start. However the crash also hit them sooner, dragging some towards disaster. The longer they stayed, the more likely they were to suffer. Barrett East London was a winner because it shifted into joint ventures with local authorities. Another early pace-setter, Kentish Homes, tried to keep the ball rolling too long and became the best-known loser when Halifax lost its nerve over Burrell's Wharf.

Others felt the shadow when a strange thing happened. Fairclough Homes tried an ingenious marketing ploy on its hard-to-sell Cyclops Quay and King & Queen Wharf schemes, offering a deal under which flat-buyers could defer half their payment for up to

five years. Sales doubled within weeks, shooting them forward in the field. Regalian and even Barrat had to offer similar terms to stay in the race. In one move, house builders went from stragglers to possible winners.

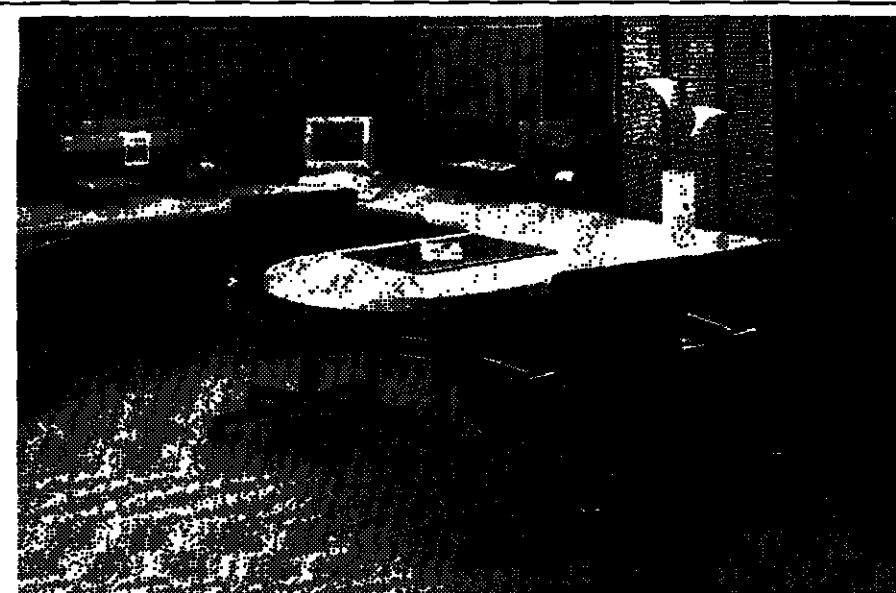
Whether the same could be said for people who buy these flats is a matter of opinion. They are betting heavily on being able to sell within five years. However, David Goldstone of Regalian, who estimates his sales have been boosted tenfold, has confidence in buyers' ability to calculate their prospects. He believes they will be winners when the market is back to buoyancy in two or three years' time.

It will take a little longer before commercial property rears its head, however, which is why he has turned down the chance of helping Conran out of its dilemma on Butler's Wharf, where the group has willed under pressure.

This confidence in the eventual success of Docklands has tied Regalian into a partnership with O & Y to produce another 2m sq ft of offices and homes at Heron Quay, next to Canary Wharf, in the mid-1990s. Others are also going for the same time slot, ready to prove that latecomers could also be Docklands winners. Richard Fraser of Hillier Parker says the Swedish group NCC is ploughing ahead with the 600,000 sq ft first phase of its office development on the east of the Isle of Dogs. Stanhope Properties, meanwhile, has shaken off running-mate Rosehaugh and will push for 800,000 sq ft at nearby Blackwell Yard, although it has dropped development plans for the Royal Docks.

The differing fortunes of these stalwarts crystallises the difficulty in judging winners and losers at this stage. Once equally-matched partners, Stanhope has roared ahead with the help of a hefty push from O & Y, which now owns 30 per cent. Rosehaugh is relying on its own stamina and dropping back fast. Such off-course activity makes the odds almost impossible to calculate.

David Lawson



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## Antony Thorncroft looks at broken dreams

## An artistic wasteland

IN artistic terms, Docklands is a place of broken dreams. So many plans; so many promises; so much prediction - and so little achievement. Perhaps, naturally, the Docklands Development Corporation has not been a success story to worry about these days.

The arts, but unless a few initiatives are taken soon, the arts world will grow disillusioned with the idea of Docklands as an area of opportunity.

There was a time when Docklands seemed about to be a creative paradise. One of the country's most successful small orchestras, the Academy of St Martins-in-the-Fields, was to move into a purpose-built conversion at Wapping Pumping Station, complete with a recording studio. The National Portrait Gallery would switch to a Dockland site, along with many specialist museums, such as the Museum in Docklands which has been meticulously building up an archive of the area. There was even talk of the Royal Opera House finding space to grow in the East. The Arts Council considered moving its HQ there; the Association for Business Sponsorship of the Arts has actually set up on the edges, near Butler's Wharf.

Now the Academy project is stalled through lack of cash and most of the other proposals are looking dusky. An artistic tour of Docklands would be very brief. The Design Museum is operating, but its premises are small and it has already lost its first energetic director. Its funding from Terence Conran is guaranteed for only three years and after that it could struggle. Of the two theatres on the periphery of Docklands, the Half Moon is threatened with at least temporary closure and the Theatre Royal, Stratford, is constantly strapped financially.

For music, apart from the London

Arena which has quickly acquired a reputation as one of the least comfortable and most inaccessible venues for popular concerts in the country, there are occasional performances by the Docklands Sinfonietta which has attached itself to the area and built up a good critical reputation - and the support of local companies, like the Swedish property developers NCC, which sponsors it with £25,000 a year.

The visual arts are just as badly served, although the nearby Whitechapel Gallery is now taking an interest in its neighbourhood. It is discussing with Olympia & York the possibility of filling an art space on its dominating Canary Wharf development and is advising on public art around the office blocks.

Olympia & York has surrounded itself with artistic consultants. It has the former director of the Victoria & Albert Museum, Sir Roy Strong, to advise it on overall landscaping, and there are frequent transatlantic visits from Anita Contini, who has ensured that Olympia & York's rather similar development at Battery Park in New York has gone with an artistic, as well as a commercial, bang. As well as the commissioning of static works of art she will be advising on an artistic programme to keep the office workers happy when they finally arrive at the Wharf.

The LDDC is more than content to let developers like Olympia & York look after the artistic contribution. Its own experiences with artistic organisations have been less than propitious. It has yet to resolve its differences with the Museum in Docklands, with whom it has been negotiating a display site at Port East, one of the earliest surviving (1801) warehouses in the area. The building is fine but its size - 25,000 sq ft - is less than a

quarter of what the Museum needs to make a decent show. It might act as a satisfactory promotional space while the hunt goes on for larger premises, but to cover its costs on the site the Museum would have to attract 40,000 visitors a year. It would receive some funds from the LDDC but since Port East is alongside Canary Wharf it would find it difficult to attract additional funding from developers other than Olympia & York.

The Museum would prefer a larger site at Victoria Dock but this would require the gift of a warehouse, as well as cash, from the LDDC, which has already cut off funding to the Museum, leading to redundancies. The LDDC wants the Museum in Docklands to raise more private money but this is difficult in the current climate. Unless it shows more imagination it could inhibit a development which would deliver the sense of identity and historical roots, which the new Docklands so badly needs.

The LDDC seems to have little grasp of the importance of the past. On a smaller scale it has, in St Matthias Church, one of the few 17th century chapels built in London. Erected by the East India Company, it has been taken over by a Trust which wants to transform it into a venue for chamber music concerts. For want of a relatively small sum the structure is falling deeper and deeper into disrepair.

Here is a building which both architecturally and culturally could enhance Docklands. It is also a symbol of the missed opportunities in the arts. More vision, and more cash, are needed now if Docklands is not to remain an artistic wasteland. By raising morale, and the quality of life, the small sums of money required would prove an excellent investment.

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## LONDON DOCKLANDS 3

'Lifestyle' building? John Brennan looks at the dreams that were interrupted

## A residential property nightmare

THE sales agent was snuffing through the silence. There is not a great deal more a professionally polite residential property negotiator can do when faced with such lack of tact.

The breach of etiquette was to cut across enthusiastic talk of past triumphs and future glories to ask about current sales. For the last two years such blunt questions have been regarded as profoundly ill-mannered. Beyond the strained smile lay successive months of frustration: viewers dip in and out with the sunshine, and buyers remain a rarity. Those who have turned up at sales agents' offices or tracked down the skeleton staff left to man once bustling sales centres have frequently abused their welcome by suggesting discounts that head past bargain hunting towards attempted theft. The agents' rental desks, on the other hand, have been kept busy handing a stock of properties that individual and developer owners are unwilling to sell at silly prices.

The Docklands' residential market has been so inactive that even this year's state of deferred purchase schemes has failed to act as a kick-start for the market.

All of this begs a question: why, in a capital city where fewer than 15,000 new houses are added to the 2.7m housing stock each year, and where even hyper-conservative official statistics suggest an immediate need to accommodate upwards of 100,000 extra households and a further 150,000 by the century's end, should estate agents be standing idly by empty and unsold homes?

The answer can be found in the imbalance of housing in Docklands. The popular image of Docklands as an area of riverside warehouse conversions has been fuelled by the past several years' concentration of development and renovation work on prime sites - sites that cried out for housing of a standard that put the completed properties way beyond the price range of the average first-time buyer or younger family household. Consequently, Docklands is akin to a village where a couple of rectories and a brace of manor houses have been completed before the villagers' cottages.

Yet, like the village manors, the riverside warehouse conversions and new-built homes are the exception when set against the total housing potential in the seven square miles of LDDC lands. While they do attract the attention of the expensive properties represent a comparatively small percentage of the 19,000-plus homes already built or under construction within the borders of the LDDC.

It was not until the late 1980s that the expensive properties were built first. In the first tentative years of the LDDC's life, when builders had to be persuaded to visit the area, it was assumed most new housing in Docklands would be subsidised for owner-occupiers by local councils. Nine in ten Docklanders at that time lived in council lodgings, and it was a gamble whether any would move from rents to mortgages.

In the event, the bad local authority housing standards ensured a ready demand for new homes, which were made affordable by virtually giving the land to the builders and paying their site clearance and preparation costs.

It was the starting success of this first round of housebuilding that set in motion the subsequent, increasingly exotic game of site Monopoly that determined the shape of the Docklands' residential market today. If the East Enders could be won from their council blocks by affordable housing, could not the new generation of City traders be drawn east by 'lifestyle' properties?

In translating West End prices to East End sites there was a sudden transformation in the value of land. In the five years from 1983 to 1988 land that had previously been regarded as having negative value because of the costs of reclamation became as expensive as any site in a fashionable residential part of central London.

The LDDC could only cheer this. The residential developers were, after all, taking the Docklands' regeneration miracle at face value and putting up the money to help speed the transition from slums to summs.

The developers could take comfort from the quality of competition for the sites. Few shied away even as site costs spiralled. Given the projected resale values of prime apartments and houses, the sites justified the costs. As for

those projected prices, when flat buyers were willing to queue to put down deposits and to sign binding purchase agreements two years ahead of completion, what right-thinking builder, or even prudent financing institution, could be accused of being reckless about values?

The rest is near history. Completions coincided with the slump in City trading activity, the 'downsizing' of trading teams, rising domestic interest rates, and competitive completions of equally tough to sell apartment blocks in longer-established residential areas. Too many and too pricey properties bumped into the market at the worst possible moment - just as the best customers were starting to get unfamiliar overdue payment reminders on their gold cards.

Developers who could, shifted towards the lower-cost and social housing projects. The housing need is just as pressing, but it's at the cost-conscious base of the market, not among the £200,000 to £300,000-plus apartments.

In Docklands housing, there are at least seven distinct areas within the LDDC, and a myriad of sub-markets within each of those. ■ **BECKTON:** This is Docklands beyond the docks, an area that could once boast some of the largest council estates and industrial wastelands interspersed with run-down council houses and flat blocks straight out of a planner's nightmare. Six miles east of the City, Beckton was a place to drive past.

In many ways this is now the most successful residential section of the area. Plenty of the old council properties that remain are well past an ever dubious prime. Walkways and cycle paths between the new warehouse stores and the housing estates gather weeds just as fast as the disused industrial buildings did before the bulldozers moved in. And yet, 4,000 new homes with gardens make an enormous difference. Stretches of Beckton have a Hampstead Garden Suburb feel to them these days, an impression that would have been laughable less than ten years ago. Prices of properties here are in tune with their market, with three and four bedroom homes selling and reselling fairly actively at and around £100,000, with plenty of smaller properties available for £50,000 and up. The extension of the Dockland Light Railway into Beckton by 1992 will draw the area closer to Central London, the last and greatest satellite town for the offices on the Isle of Dogs.

■ **THE ROYAL DOCKS:** Beckton's immediate neighbour to the south and west, but decades apart in terms of development. The Royal Dock, the last and greatest of London's Thameside docks, would have been Britain's answer to Rotterdam's Europort but for spectacular incompetence on the part of management, dock workers, and successive governments. Some of that historic ill-fortune seems to have been left behind in the land clearance work preparing for the great water city that could be developed around 245 acres of captured dock water. The decision of property development groups Rosehaugh and Stanhope to pull out of a £500m proposed development because of "continuing deterioration of the property market" augurs ill for any early start to the reconstruction of the area. The new houses planned here by their thousands await less timorous times and a fresh century.

■ **THE ISLE OF DOGS** juts into the Thames, forcing the river south from Limehouse to curve past Greenwich and up again to the mouth of the River Lee. In the 1850s this was the most important engineering centre in the country, with the world's leading steam shipbuilding yards. Now the LDDC's Enterprise Zone, it houses the largest single concentration of commercial space in the area, a dockside city clustered around Olympia and York's Canary Wharf development.

The existing terraced houses and council homes of Millwall and Cubitt Town to the south and of Poplar to the north of the docks contrast with a fringe of river and dockside new developments of wildly varying quality. From £300,000-plus penthouses on the river to £70,000 one-bedroomed flats inland, there are thousands of new homes on sites that, but for the crash, would now contain thousands more.

A sign of the times is the rent of apartments in the Cascades apartment block to formerly homeless families on the council's waiting list. Cascades had

been marketed as the ultimate yuppie tower.

Businesses hope it's a temporary embarrassment, and that more than 50,000 jobs will be packed on to the island once the current crop of offices space is completed and filled.

■ **LIMEHOUSE:** Here the London canal system meets the river at one of the oldest commercial areas in Docklands. Given new prominence when the SDP was formed in Dr David Owen's living room in a house close to the early 18th century Grapes pub in Narrow Street, the area has been pretty well hidden to passers-by for several years by the extent of building activity and the volume of construction traffic.

The completion of the cut-and-cover Limehouse Link road will have a profound effect on the traffic volumes and end the delays on construction around the Limehouse Basin, the canal barge dock area. Once the truck traffic bypasses the area, Limehouse promises to become one of Docklands' premium addresses.

In the meantime, a mix of strikingly good and strikingly bad new buildings helps to confuse visitors. So too do prices that need to be related to square footage rather than bedroom or reception room numbers. The area has some of the largest flats in Docklands and £400,000-plus asking prices on two-bed units don't sound quite so eccentric

when you appreciate that the sizes equate to that of an average four-bedroomed house.

The few original Georgian river front houses rarely reach the open market. When they do they have tended to trade around the half a million pound mark.

Off-river flats range from £140,000 up.

■ **WAPPING:** The City's nearest neighbour, now an established residential area in its own right. There is a message in the fortunes of the parallel row of fine Georgian houses at Wapping Pierhead, which cost £3,000 to £10,000 apiece when sold off by the Port of London Authority in the late 1860s, and changed hands for less than £40,000 a decade later, sell today in the £400,000 to £500,000 range.

The past few years have given Wapping more than its share of riverside homes valued at half a million pounds or more, and a dozen or more penthouse apartments on the river where prices run from £750,000 to more than a million.

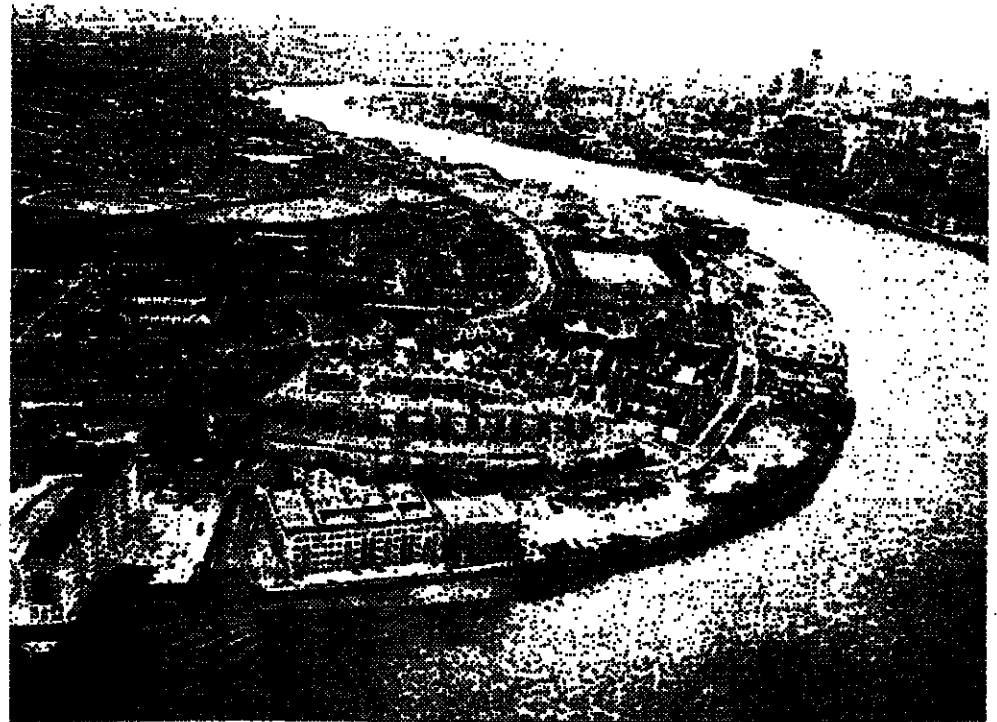
Even with its long curve of river frontage, the majority of new and refurbished homes in Wapping are away from the Thames. It is a rare two-bedroomed flat by the river that costs less than £200,000, but the same or greater space inland can be found for two thirds of that, and closer to half that in the dull market of the past year.

Wapping has been one of the most active sale and resale markets in Docklands as parts of the area have ceased to be permanent building sites and as shops and restaurants trail in after the new residents.

■ **BERMONDSEY** and **SHAD THAMES** on the south bank next to Tower Bridge have some of the finest views over the river, obliquely to the City and directly on to the warehouses and new buildings framing Wapping's riverfront. Andrew Wadsworth's award-winning renovation and conversions of New Concordia Wharf started the property ball rolling and set the standard.

The large area apartments in Butlers Wharf would certainly rank as some of the best flats in London. These cost from half to three quarters of a million pounds apiece, but then this stretch of riverside includes some of the most expensive residential property in the whole LDDC area. Again, most of the new homes are off the river, with prices clustered in the £100,000 to £220,000 range for a high proportion of one- and two-bedroomed flats.

■ **ROTHERHITHE** and the **SURREY DOCKS:** The further you stray from Tower Bridge, the more likely the residential developments are to spread across the sites from this into houses. Rotherhithe itself is a surviving sliver of a waterside London that long pre-dates the building of the



Housing developments at Rotherhithe, and 'inner suburbs in waiting' on the Thames south bank

docks east of the City. Developments scar the area, but they will mellow and so, eventually, may the owner-occupiers who bought in the area in the knowledge that it was served by the Waterbus only to find that service discontinued. The planned rail and tube links will draw the area within the Central London passenger service network by the mid-1990s. That makes this an inner suburbia in waiting.

The average standard of housing in the area has been improved beyond measure as several thousand new homes and gardens brighten what had been a rundown industrial landscape featuring some extremely poorly maintained council properties. Some of the most dramatic council property rehabilitation programmes are in progress here, and there are few other areas of Greater London where a new,

four-bedroomed house is available for less than £150,000.

Dock and riverside developments are, as always, significantly more expensive. The price of an inland four-bedder would barely cover the cost of a waterside flat of half that size, although it is the more expensive water view properties that have been suffering a sharper dose of sales blight than the family homes inland in the past year.

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## COMMODITIES AND AGRICULTURE

## Oil traders devise strategies for the 21st century

Steven Butler on explosive growth in hedging and speculation for dates up to ten years ahead

THE MARKET for very long-dated forward trading of oil received a big boost this week with the offering by Phibro Energy of the first "synthetic oilfield" — a trust with a payout modeled on the depletion of a real oilfield with a 10-year life.

Yet this is just the latest development in what has been an explosive growth in the market for long-dated hedging and speculation in crude oil. Hundreds of millions of barrels of oil, worth billions of dollars, are now hedged for periods extending up to ten years by means of tailor-made swaps and options.

No one knows precisely how big the market is — even though the bulk of business is handled by no more than five or six companies worldwide — but it is growing rapidly, with many banks trying to enter the market, and has begun to exert a significant influence on oil prices and on the operation of oil markets.

As a result of this, trading in the longer-dated contracts for crude oil on the New York Mercantile Exchange, for example, has mushroomed in the past two years, as shown in the illustration.

In January BP Oil, the oil marketing, refining and trading arm of British Petroleum, established a Derivative Products Division, which is now managing oil price exposure for other units of BP and outside clients — and set out aggressively to win new business.

But BP was in part heading down a trail blazed by others, including Hodge Oil, a subsidiary of British Petroleum, and Phibro Energy, the energy trading division of Salomon Brothers. Bankers Trust and Chase Manhattan Bank, as well as Banque Paribas, are also big players.

Ms Vivienne Cox, head of the BP's operation, says BP's volume of risk management activity now rivals the oil group's traditional trading and she expects the business to double in the next year.

When oil prices fall, swaps and options enable consumers to lock in low prices for an agreed period. When they soar, producers can secure sales prices for months and years to come, regardless of which way the market moves subsequently.

A swap is a device by which risks are exchanged. An oil company, for example, may agree to compensate a consumer should prices rise for a product, but would receive payment should they fall below an agreed price. In an option, a consumer pays a fee for the option to buy a product at an agreed price. This would be exercised should prices rise, but would leave the option holder free to benefit from any price fall.

Refining margins can be locked in through a swap, in which the swap provider takes positions guaranteeing the differential between crude oil and the refined product. Chase Bankers Trust, and Phibro have all marketed "synthetic oil" in the form of bonds which pay a high coupon and which are redeemable upon maturity for the value of a barrel of oil.

Mr Nigel Saperia, of Phibro, says issues are attractive to the issuer because of the differential between the future prices of oil available in the market and the much higher price of oil implied in the share prices of oil companies. Phibro believes it can obtain oil more cheaply through the markets than oil companies can by exploring for it and producing it.

The availability of these

instruments has broader financial significance: banks say they are willing to raise lending limits and improve financing terms for investment projects in which a company has removed price risks through swaps and options.

Swap providers, however, may end up taking large,

must pay the swap provider. Consumers have generally been hedging only a portion of their fuel requirements, say 15 per cent. Yet the recent experience of airlines, where profits have been hit badly by rising fuel costs, could lead this proportion to increase.

Management of this sort of

describes a similar growth in the business, involving periodic trips to the BP Oil board to lift exposure limits as managers gradually grow accustomed to taking this unfamiliar sort of risk on the books.

Ms Cox predicts an eventual shakeout among providers of these products, perhaps occasioned by sudden changes in the market.

Chase claims to have done the first deal in 1986, but ran into trouble with the US Commodity Futures Trading Commission over suspicions that the products were futures transactions that must be subject to its jurisdiction. The market then moved to Europe, but has now taken off in the US following a CFTC ruling last summer under which it exempted the products from regulation.

Chase and others found that organised futures markets did not meet the needs of many consumers. Products traded were different from those used by consumers. The futures allowed a hedge at only one point in time, whereas many consumers wanted to lock in an average price that would protect a budgeted cash flow. Low levels of futures liquidity beyond three or four months made longer term hedging difficult. Consumers may have been able to overcome these problems, but not without establishing a sophisticated and expensive trading operation.

"We have the economies of scale here to provide a cost-effective hedging service for our clients," says Mr Michael Harper, director of commodity indexed swaps and finance at Chase.

Growth of the industry has swelled trading in the forward trading months at the NYMEX, which has become the sole venue for medium-term hedging.

Although the London-based International Petroleum Exchange has achieved good volume in its Brent crude contract, liquidity only extends to two or three months.

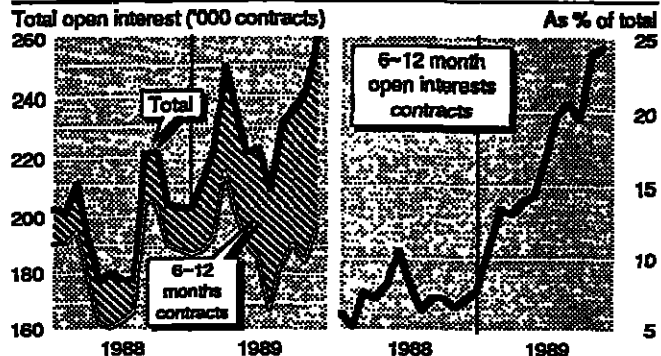
Some argue that swaps have changed the shape of the Nymex price curve. Oil markets have traditionally traded in backwardation, in which prompt months trade at premiums to forward months. This is an anomalous price curve found in other commodity markets only when nearby supplies are tight.

Mr Harper believes backwardation persisted in oil markets in part because they were dominated by oil producers with short futures positions, and with relatively little offsetting consumer participation. With a rise in consumers' long futures positions as swap providers offer their risk in the futures markets, however, Mr Harper believes contango, in which prompt prices are relatively cheap, may become more common.

These seemingly arcane market characteristics are important because traders seek to protect themselves by taking opposing positions at different points on the curve itself, rather than betting outright on oil prices. When the curve changes shape, millions are lost or gained.

Mr Harper says the market has tended to grow in lurches as consumers and producers seize opportunities at what they hope are the extremes of the price cycle. Yet many producers, he says, are reluctant to hedge their oil prices because they believe investors buy their shares in part to take a punt on prices. With the availability of synthetic oil, which is a pure oil price investment, however, he argues this view is increasingly out of date.

## Nymex growth of long-dated oil futures trading



unbalanced risks on their books, in which an obligation to buy or sell at a fixed price is not matched by an opposite obligation that would offset the risk. The balance has to be managed in the market, but a five year oil price obligation, for example, can only be hedged out to 18 months on the organised futures exchanges.

"We are quite happy to run with an unbalanced book," says Ms Cox.

Indeed this is the source of the added value that providers of swaps and options offer customers — keeping a book on long maturity risk for which there are no offsetting hedging products. But there is also a potential credit risk in the case of swaps. And if a consumer locks in a price at the wrong time, he could find industrial competitors benefiting from cheaper fuel while he

risk has presented an intellectual puzzle to traders, who say there has been a rise in the number of PhDs working the screens or in the back rooms designing computer programmes.

"The level of sophistication of trading derivative products is tremendous," says Mr Neil Rossini of Phibro. "We push to the limits of what we feel comfortable with."

Phibro believes that some potential competitors have been frightened off by the sheer complexity, and the costs of getting it wrong. Mr Saperia says the company is faced with much greater demand for business than it can comfortably accommodate, but that gradually the size of its book is increasing as it feels confident that it can manage the risk. Ms Cox

## MacSharry stands firm on beef regime

By Tim Dickson in Killarney

THE EUROPEAN Community has no intention of easing buying-in restrictions in the EC beef regime, Mr Raymond MacSharry insisted yesterday.

Speaking at an international meat conference in Killarney, Ireland, the Brussels Commissioner said he has been "concerned about recent trends in prices and the strong use of intervention over the last 12 months."

Quantities offered under recent tenders had been in excess of what was normally expected at this time of year and "the intake is double what we intended."

Under the reforms of the EC beef regime, the Community is obliged only to buy 220,000 tonnes of surplus beef in a year — a limit which was comfortably respected in the 12

months to April, 1990. However, given the underlying market conditions and indications that the outbreak of BSE, or mad cow disease, in Britain is hitting consumption of beef, there is a strong danger that the threshold could be reached in the coming year.

The new rules of the regime require that Brussels intervene beyond 220,000 tonnes when prices fall below a certain level but Mr MacSharry made clear yesterday that he is determined to avoid this. "Any responsible approach to the market must ensure that intervention be concentrated on periods of peak supply," he said.

The safety net aspect has to remain the focus of our intervention policy. The present situation should not be

seen as an opportunity for raising expectations as regards higher levels of intervention generally."

Commenting on Mr MacSharry's remarks, one Irish government official said the Commission predicted that Brussels might try to rely on "other instruments of control," such as export refunds (subsidies) and aids for private storage.

On BSE the Commission said that chief veterinary officers of the EC were conducting a review at a meeting in Ireland this week and that a workshop was to be set up so that experts from all the member states "are associated with the work that is going on."

He said the beef industry needed to take "an initiative to ensure consumer confidence in meat and hinted that money

could be available from Brussels in the context of a plan he has been considering for 12 to 18 months to finance EC food promotion generally.

Commenting on an external market, Mr MacSharry said it was difficult to justify the *de facto* exclusion of Community traders from lucrative markets in North America and the Far East at a time when the Community was being pressed to open its markets to increased imports.

On sheepmeat Mr MacSharry also cautioned against emerging signs of over-production. The market, he said, was "unlikely to absorb increasing quantities in line with recent trends" and there were strict limits to what the Community could do in the way of supporting market prices.

## Dry weather hits Brazil's grain and soya crops

By John Barham in Sao Paulo

THE BRAZILIAN grain harvest is expected to show a heavy decline this year. Dry weather in the country's agricultural heartland and low prices for last year's harvest are expected to cause a 13.6 per cent decline in national output to 52.1m tonnes, according to the Brazilian Statistics and Geography Institute.

The harvest of soybeans, rice and maize is likely to be the smallest in four years, after reaching a peak of 71.8m tonnes in 1988. Soybean production is expected to decline by 15.4m to 21.5m tonnes.

Citriculture leaders are more pessimistic than the institute. "We are working with a harvest forecast of 19m tonnes, which is an average of the various

## Moscow and US say grain problem solved

By Layla Boulton in Moscow

THE SOVIET Union and major US exporters appear to have overcome difficulties over late Soviet payments for American grain imports.

The head of Exportkhleb, the Soviet grain-buying agency, and one of the major US players disclosed after meeting in Moscow this week that there had been problems recently but said these were now resolved.

Mr Whitney Macmillan, chairman of Cargill, the US grain trading company, told the Financial Times before leaving Moscow yesterday evening: "Back in March I felt pretty insecure but now I feel much better. I don't have a problem now." Mr Macmillan was in Moscow this week as part of a US Soviet commission to discuss trade and economic co-operation ahead of next week's summit in Washington.

Mr Oleg Klimov, the chairman of Exportkhleb, said "there was a serious problem in February but since the beginning of May we've settled everything." He said that discussions this week had focussed mainly on Soviet economic reform plans and "what we can expect for the new season." The two sides had also agreed to settle what he called minor non-grain problems.

He gave soyabean as an example. "I told Mr Macmillan that now that we had solved more than 90 per cent of the

problem why not settle the balance? They are very satisfied," he said.

He said that the Soviet Union had fallen behind on payments because of a row about bank guarantees between Exportkhleb and Soviet credit institutions. "We argued about the conditions for extending payments for four, 12, six months," Mr Klimov said. In the past 18 months, the Soviet Union has shifted from buying grain for cash to a credit basis as part of its economic restructuring.

Mr Macmillan said the problem was due to Soviet problems in balancing export receipts with import spending. The delegation of senior US businessmen also included executives from Louis Dreyfus and Arthur Daniels Midland.

Back in March and April, the international grain trade declined to comment on reports that the Soviet Union was seriously behind with payments and that major US companies had decided not to sell because Moscow had not paid up on earlier contracts.

Neither Mr Macmillan nor Mr Klimov would yesterday give figures for the Soviet arrears of credit from US companies. Had explicitly declined sales. But Mr Klimov rejected as excessive estimates that the delayed Soviet payments had totalled as much as \$500m.

## Forestry review ruled out

By Bridget Bloom, Agriculture Correspondent

THE UK Government has dismissed calls from the House of Commons Select Committee on Agriculture for a review of its forestry policy.

The Committee, which reported last February after a two year enquiry into forestry and land use, also called for the state-owned Forestry Commission to be split in two to "eliminate the perceived conflict of interest within the

Commission in its roles as nationalised industry and regulatory authority."

In its response to the report, the Government says the Commission should stay as it is, while a review would not be useful since forestry policy "has already moved substantially" in the directions favoured by the Committee. *House of Commons paper 402. HMSO £2.70.*

## Call for spice association

By David Blackwell

THE EUROPEAN spice trade needs to act quickly in setting proper technical standards if it is to survive intact after 1992, an international pepper industry conference was told yesterday.

"To talk of fair average quality in this day and age is simply ridiculous," Mr John Davies, chief executive of Lion Foods, the UK's biggest importer and processor, told delegates at the London conference.

He urged the European trade to form a proper association

and agree on a European contract with agreed technical specifications and quality and hygiene controls. "In the absence of such an association it would seem inevitable to me that the volume of business and the number of participants will decline."

Controls and legislation on such things as pesticide residues would emanate from the European Commission, without any input from the trade, he warned. While the trade remained fragmented, it would be unable to protect itself.

## WORLD COMMODITIES PRICES

## MARKET REPORT

COCOA prices closed sharply up in London and were well ahead in New York by mid-session as concern continued over the political tension in the Ivory Coast, the world's leading producer. Traders said they doubted whether an announcement that plans for salary cuts had been dropped would be enough to contain unrest. The Ivorian Government also said it would be unable to meet the salary demands of some members of the security forces who have staged sporadic demonstrations in Abidjan in the past two weeks. "Earlier this week the Ivorian government appeared ready to satisfy a number of pay

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Company	10/10	10/11	%	10/10	10/11	%
Beam Inc.	78 1/2	78 1/2	0	78 1/2	78 1/2	0
Gold Corp.	31 1/2	31 1/2	0	31 1/2	31 1/2	0
Teck Corp.	22 1/2	22 1/2	0	22 1/2	22 1/2	0
Dom. Bldg.	84 1/2	84 1/2	0	84 1/2	84 1/2	0
Can Pipe	77 1/2	77 1/2	0	77 1/2	77 1/2	0
Corp.	177 1/2	177 1/2	0	177 1/2	177 1/2	0

Continued on next page



## C (Misc.) - Contd. | INDUSTRIALS (Misc.) - Contd.

BANKS, HP & LEASING	1999	Low	High	Net	P/E	Div	Yield	Market	Sector
1001	1002	1003	1004	1005	1006	1007	1008	1009	1010
1011	1012	1013	1014	1015	1016	1017	1018	1019	1020
1021	1022	1023	1024	1025	1026	1027	1028	1029	1030
1031	1032	1033	1034	1035	1036	1037	1038	1039	1040
1041	1042	1043	1044	1045	1046	1047	1048	1049	1050
1051	1052	1053	1054	1055	1056	1057	1058	1059	1060
1061	1062	1063	1064	1065	1066	1067	1068	1069	1070
1071	1072	1073	1074	1075	1076	1077	1078	1079	1080
1081	1082	1083	1084	1085	1086	1087	1088	1089	1090
1091	1092	1093	1094	1095	1096	1097	1098	1099	1100
1101	1102	1103	1104	1105	1106	1107	1108	1109	1110
1111	1112	1113	1114	1115	1116	1117	1118	1119	1120
1121	1122	1123	1124	1125	1126	1127	1128	1129	1130
1131	1132	1133	1134	1135	1136	1137	1138	1139	1140
1141	1142	1143	1144	1145	1146	1147	1148	1149	1150
1151	1152	1153	1154	1155	1156	1157	1158	1159	1160
1161	1162	1163	1164	1165	1166	1167	1168	1169	1170
1171	1172	1173	1174	1175	1176	1177	1178	1179	1180
1181	1182	1183	1184	1185	1186	1187	1188	1189	1190
1191	1192	1193	1194	1195	1196	1197	1198	1199	1200
1201	1202	1203	1204	1205	1206	1207	1208	1209	1210
1211	1212	1213	1214	1215	1216	1217	1218	1219	1220
1221	1222	1223	1224	1225	1226	1227	1228	1229	1230
1231	1232	1233	1234	1235	1236	1237	1238	1239	1240
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1251	1252	1253	1254	1255	1256	1257	1258	1259	1260
1261	1262	1263	1264	1265	1266	1267	1268	1269	1270
1271	1272	1273	1274	1275	1276	1277	1278	1279	1280
1281	1282	1283	1284	1285	1286	1287	1288	1289	1290
1291	1292	1293	1294	1295	1296	1297	1298	1299	1300
1301	1302	1303	1304	1305	1306	1307	1308	1309	1310
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1941	1942	1943	1944	1945	1946	1947	1948	1949	1950
1951	1952	1953	1954	1955	1956	1957	1958	1959	1960
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1971	1972	1973	1974	1975	1976	1977	1978	1979	1980
1981	1982	1983	1984	1985	1986	1987	1988	1989	1990
1991	1992	1993	1994	1995	1996	1997	1998	1999	2000
2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
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2221	2222	2223	2224	2225	2226	2227	2228	2229	2230
2231	2232	2233	2234	2235	2236	2237	2238	2239	2240
2241	2242	2243	2244	2245	2246	2247	2248	2249	2250
2251	2252	2253	2254	2255	2256	2257	2258	2259	2260
2261	2262	2263	2264	2265	2266	2267	2268	2269	2270
2271	2272								

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**MINES—Contd**

Stock	Price
Anger 841	22 1/2
Anger 125	70 1/2

Miscellaneous	
Play Station 9 v	13 1/2
Play Station 10 v	6 1/2
Play Station 11 v	12 1/2
Play Station 12 v	12 1/2
Play Station 13 v	17
Play Station 14 v	21
Play Station 15 v	21
Play Station 16 v	23
Play Station 17 v	47
Play Station 18 v	47
Play Station 19 v	47
Play Station 20 v	47
Play Station 21 v	47
Play Station 22 v	47
Play Station 23 v	47
Play Station 24 v	47
Play Station 25 v	47
Play Station 26 v	47
Play Station 27 v	47
Play Station 28 v	47
Play Station 29 v	47
Play Station 30 v	47
Play Station 31 v	47
Play Station 32 v	47
Play Station 33 v	47
Play Station 34 v	47
Play Station 35 v	47
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Play Station 86 v	47
Play Station 87 v	47
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Play Station 89 v	47
Play Station 90 v	47
Play Station 91 v	47
Play Station 92 v	47
Play Station 93 v	47
Play Station 94 v	47
Play Station 95 v	47
Play Station 96 v	47
Play Station 97 v	47
Play Station 98 v	47
Play Station 99 v	47
Play Station 100 v	47

THIRD MARKET	
Stock	Price
Anger 841	22 1/2
Anger 125	70 1/2
Anger 126	70 1/2
Anger 127	70 1/2
Anger 128	70 1/2
Anger 129	70 1/2
Anger 130	70 1/2
Anger 131	70 1/2
Anger 132	70 1/2
Anger 133	70 1/2
Anger 134	70 1/2
Anger 135	70 1/2
Anger 136	70 1/2
Anger 137	70 1/2
Anger 138	70 1/2
Anger 139	70 1/2
Anger 140	70 1/2
Anger 141	70 1/2
Anger 142	70 1/2
Anger 143	70 1/2
Anger 144	70 1/2
Anger 145	70 1/2
Anger 146	70 1/2
Anger 147	70 1/2
Anger 148	70 1/2
Anger 149	70 1/2
Anger 150	70 1/2
Anger 151	70 1/2
Anger 152	70 1/2
Anger 153	70 1/2
Anger 154	70 1/2
Anger 155	70 1/2
Anger 156	70 1/2
Anger 157	70 1/2
Anger 158	70 1/2
Anger 159	70 1/2
Anger 160	70 1/2
Anger 161	70 1/2
Anger 162	70 1/2
Anger 163	70 1/2
Anger 164	70 1/2
Anger 165	70 1/2
Anger 166	70 1/2
Anger 167	70 1/2
Anger 168	70 1/2
Anger 169	70 1/2
Anger 170	70 1/2
Anger 171	70 1/2
Anger 172	70 1/2
Anger 173	70 1/2
Anger 174	70 1/2
Anger 175	70 1/2
Anger 176	70 1/2
Anger 177	70 1/2
Anger 178	70 1/2
Anger 179	70 1/2
Anger 180	70 1/2
Anger 181	70 1/2
Anger 182	70 1/2
Anger 183	70 1/2

[illegible][illegible]

dividend and yield based on prospectus for 1990. L Estimated annual dividend based on latest annual earnings. M Dividend based on prospectus or other official estimate. N Dividend based on prospectus or other official estimate for 1989-90. P Figures based on prospectus for 1991. R Gross. R Forex. S Dividend and p/e based on prospectus or other official estimate. W Pro forma figures assumed. X Ex dividend; ex ex script issue; ex distribution.

[illegible]

7	MPC	
21	Mountleigh	
46		
56		
45		
33	Arco Petrol	
17	Brit. Petroleum	
18	Burmah Oil	
35	Castrol Petrol	
34	Castrol Res.	
34	Premier	
26	Shell	
26	Tanker Res.	
22	Ultramar	
32		
17		
29		
50	Lorain	
37	RTZ	

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High Wycombe **0345 717373**

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[illegible]



## NEW YORK STOCK EXCHANGE COMPOSITE PRICES

Continued on Page 49



**NASDAQ NATIONAL MARKET**

3pm prices May 25

Stocks										Bonds										Stocks										Bonds									
Stock	High	Low	Last	Chg	Div.	High	Low	Last	Chg	Stock	High	Low	Last	Chg	Div.	High	Low	Last	Chg	Stock	High	Low	Last	Chg	Div.	High	Low	Last	Chg										
AAV	27	26	26	1/2	1/2	27	26	26	1/2	AAV	27	26	26	1/2	1/2	27	26	26	1/2	AAV	27	26	26	1/2	1/2	27	26	26	1/2	1/2									
ACC	20	19	19	1/2	1/2	20	19	19	1/2	ACC	20	19	19	1/2	1/2	20	19	19	1/2	ACC	20	19	19	1/2	1/2	20	19	19	1/2	1/2									
ADK	18	17	17	1/2	1/2	18	17	17	1/2	ADK	18	17	17	1/2	1/2	18	17	17	1/2	ADK	18	17	17	1/2	1/2	18	17	17	1/2	1/2									
ADT	15	14	14	1/2	1/2	15	14	14	1/2	ADT	15	14	14	1/2	1/2	15	14	14	1/2	ADT	15	14	14	1/2	1/2	15	14	14	1/2	1/2									
AGS	10	9	9	1/2	1/2	10	9	9	1/2	AGS	10	9	9	1/2	1/2	10	9	9	1/2	AGS	10	9	9	1/2	1/2	10	9	9	1/2	1/2									
AGU	10	9	9	1/2	1/2	10	9	9	1/2	AGU	10	9	9	1/2	1/2	10	9	9	1/2	AGU	10	9	9	1/2	1/2	10	9	9	1/2	1/2									
AGV	10	9	9	1/2	1/2	10	9	9	1/2	AGV	10	9	9	1/2	1/2	10	9	9	1/2	AGV	10	9	9	1/2	1/2	10	9	9	1/2	1/2									
AGW	10	9	9	1/2	1/2	10	9	9	1/2	AGW	10	9	9	1/2	1/2	10	9	9	1/2	AGW	10	9	9	1/2	1/2	10	9	9	1/2	1/2									
AGX	10	9	9	1/2	1/2	10	9	9	1/2	AGX	10	9	9	1/2	1/2	10	9	9	1/2	AGX	10	9	9	1/2	1/2	10	9	9	1/2	1/2									
AGY	10	9	9	1/2	1/2	10	9	9	1/2	AGY	10	9	9	1/2	1/2	10	9	9	1/2	AGY	10	9	9	1/2	1/2	10	9	9	1/2	1/2									
AGZ	10	9	9	1/2	1/2	10	9	9	1/2	AGZ	10	9	9	1/2	1/2	10	9	9	1/2	AGZ	10	9	9	1/2	1/2	10	9	9	1/2	1/2									
AGAA	10	9	9	1/2	1/2	10	9	9	1/2	AGAA	10	9	9	1/2	1/2	10	9	9	1/2	AGAA	10	9	9	1/2	1/2	10	9	9	1/2	1/2									
AGAB	10	9	9	1/2	1/2	10	9	9	1/2	AGAB	10	9	9	1/2	1/2	10	9	9	1/2	AGAB	10	9	9	1/2	1/2	10	9	9	1/2	1/2									
AGAC	10	9	9	1/2	1/2	10	9	9	1/2	AGAC	10	9	9	1/2	1/2	10	9	9	1/2	AGAC	10	9	9	1/2	1/2	10	9	9	1/2	1/2									
AGAD	10	9	9	1/2	1/2	10	9	9	1/2	AGAD	10	9	9	1/2	1/2	10	9	9	1/2	AGAD	10	9	9	1/2	1/2	10	9	9	1/2	1/2									
AGAE	10	9	9	1/2	1/2	10	9	9	1/2	AGAE	10	9	9	1/2	1/2	10	9	9	1/2	AGAE	10	9	9	1/2	1/2	10	9	9	1/2	1/2									
AGAF	10	9	9	1/2	1/2	10	9	9	1/2	AGAF	10	9	9	1/2	1/2	10	9	9	1/2	AGAF	10	9	9	1/2	1/2	10	9	9	1/2	1/2									
AGAG	10	9	9	1/2	1/2	10	9	9	1/2	AGAG	10	9	9	1/2	1/2	10	9	9	1/2	AGAG	10	9	9	1/2	1/2	10	9	9	1/2	1/2									
AGAH	10	9	9	1/2	1/2	10	9	9	1/2	AGAH	10	9	9	1/2	1/2	10	9	9	1/2	AGAH	10	9	9	1/2	1/2	10	9	9	1/2	1/2									
AGAI	10	9	9	1/2	1/2	10	9	9	1/2	AGAI	10	9	9	1/2	1/2	10	9	9	1/2	AGAI	10	9	9	1/2	1/2	10	9	9	1/2	1/2									
AGAJ	10	9	9	1/2	1/2	10	9	9	1/2	AGAJ	10	9	9	1/2	1/2	10	9	9	1/2	AGAJ	10	9	9	1/2	1/2	10	9	9	1/2	1/2									
AGAK	10	9	9	1/2	1/2	10	9	9	1/2	AGAK	10	9	9	1/2	1/2	10	9	9	1/2	AGAK	10	9	9	1/2	1/2	10	9	9	1/2	1/2									
AGAL	10	9	9	1/2	1/2	10	9	9	1/2	AGAL	10	9	9	1/2	1/2	10	9	9	1/2	AGAL	10	9	9	1/2	1/2	10	9	9	1/2	1/2									
AGAM	10	9	9	1/2	1/2	10	9	9	1/2	AGAM	10	9	9	1/2	1/2	10	9	9	1/2	AGAM	10	9	9	1/2	1/2	10	9	9	1/2	1/2									
AGAN	10	9	9	1/2	1/2	10	9	9	1/2	AGAN	10	9	9	1/2	1/2	10	9	9	1/2	AGAN	10	9	9	1/2	1/2	10	9	9	1/2	1/2									
AGAO	10	9	9	1/2	1/2	10	9	9	1/2	AGAO	10	9	9	1/2	1/2	10	9	9	1/2	AGAO	10	9	9	1/2	1/2	10	9	9	1/2	1/2									
AGAP	10	9	9	1/2	1/2	10	9	9	1/2	AGAP	10	9	9	1/2	1/2	10	9	9	1/2	AGAP	10	9	9	1/2	1/2	10	9	9	1/2	1/2									
AGAQ	10	9	9	1/2	1/2	10	9	9	1/2	AGAQ	10	9	9	1/2	1/2	10	9	9	1/2	AGAQ	10	9	9	1/2	1/2	10	9	9	1/2	1/2									
AGAR	10	9	9	1/2	1/2	10	9	9	1/2	AGAR	10	9	9	1/2	1/2	10	9	9	1/2	AGAR	10	9	9	1/2	1/2	10	9	9	1/2	1/2									
AGAS	10	9	9	1/2	1/2	10	9	9	1/2	AGAS	10	9	9	1/2	1/2	10	9	9	1/2	AGAS	10	9	9	1/2	1/2	10	9	9	1/2	1/2									
AGAT	10	9	9	1/2	1/2	10	9	9	1/2	AGAT	10	9	9	1/2	1/2	10	9	9	1/2	AGAT	10	9	9	1/2	1/2	10	9	9	1/2	1/2									
AGAU	10	9	9	1/2	1/2	10	9	9	1/2	AGAU	10	9	9	1/2	1/2	10	9	9	1/2	AGAU	10	9	9	1/2	1/2	10	9	9	1/2	1/2									
AGAV	10	9	9	1/2	1/2	10	9	9	1/2	AGAV	10	9	9	1/2	1/2	10	9	9	1/2	AGAV	10	9	9	1/2	1/2	10	9	9	1/2	1/2									
AGAW	10	9	9	1/2	1/2	10	9	9	1/2	AGAW	10	9	9	1/2	1/2	10	9	9	1/2	AGAW	10	9	9	1/2	1/2	10	9	9	1/2	1/2									
AGAX	10	9	9	1/2	1/2	10	9	9	1/2	AGAX	10	9	9	1/2	1/2	10	9	9	1/2	AGAX	10	9	9	1/2	1/2	10	9	9	1/2	1/2									
AGAY	10	9	9	1/2	1/2	10	9	9	1/2	AGAY	10	9	9	1/2	1/2	10	9	9	1/2	AGAY	10	9	9	1/2	1/2	10	9	9	1/2	1/2									
AGAZ	10	9	9	1/2	1/2	10	9	9	1/2	AGAZ	10	9	9	1/2	1/2	10	9	9	1/2	AGAZ	10	9	9	1/2	1/2	10	9	9	1/2	1/2									
AGAA	10	9	9	1/2	1/2	10	9	9	1/2	AGAA	10	9	9	1/2	1/2	10	9	9	1/2	AGAA	10	9	9	1/2	1/2	10	9	9	1/2	1/2									
AGAB	10	9	9	1/2	1/2	10	9	9	1/2	AGAB	10	9	9	1/2	1/2	10	9	9	1/2	AGAB	10	9	9	1/2	1/2	10	9	9	1/2	1/2									
AGAC	10	9	9	1/2	1/2	10	9	9	1/2	AGAC	10	9	9	1/2	1/2	10	9	9	1/2	AGAC	10	9	9	1/2	1/2	10	9	9	1/2	1/2									
AGAD	10	9	9	1/2	1/2	10	9	9	1/2	AGAD	10	9	9	1/2	1/2	10	9	9	1/2	AGAD	10	9	9	1/2	1/2	10	9	9	1/2	1/2									
AGAE	10	9	9	1/2	1/2	10	9	9	1/2	AGAE	10	9	9	1/2	1/2	10	9	9	1/2	AGAE	10	9	9	1/2	1/2	10	9	9	1/2	1/2									
AGAF	10	9	9	1/2	1/2	10	9	9	1/2	AGAF	10	9	9	1/2	1/2	10	9	9	1/2	AGAF	10	9	9	1/2	1/2	10	9	9	1/2	1/2									
AGAG	10	9	9	1/2	1/2	10	9	9	1/2	AGAG	10	9	9	1/2	1/2	10	9	9	1/2	AGAG	10	9	9	1/2	1/2	10	9	9	1/2	1/2									
AGAH	10	9	9	1/2	1/2	10	9	9	1/2	AGAH	10	9	9	1/2	1/2	10	9	9	1/2	AGAH	10	9	9	1/2	1/2	10	9	9	1/2	1/2									
AGAI	10	9	9	1/2	1/2	10	9	9	1/2	AGAI	10	9	9	1/2	1/2	10	9	9	1/2	AGAI	10	9	9	1/2	1/2	10	9	9	1/2	1/2									
AGAJ	10	9	9	1/2	1/2	10	9	9	1/2	AGAJ	10	9	9	1/2	1/2	10	9	9	1/2	AGAJ	10	9	9	1/2	1/2	10	9	9	1/2	1/2									
AGAK	10	9	9	1/2	1/2	10	9	9	1/2	AGAK	10	9	9	1/2	1/2	10	9	9	1/2	AGAK	10	9	9	1/2	1/2	10	9	9	1/2	1/2									
AGAL	10	9	9	1/2	1/2	10	9	9	1/2	AGAL	10	9	9	1/2	1/2	10	9	9	1/2	AGAL	10	9	9	1/2	1/2	10	9	9	1/2	1/2									
AGAM	10	9	9	1/2	1/2	10	9	9	1/2	AGAM	10	9	9	1/2	1/2	10	9	9	1/2	AGAM	10	9	9	1/2	1/2	10	9	9	1/2	1/2									
AGAN	10	9	9	1/2	1/2	10	9	9	1/2	AGAN	10	9	9	1/2	1/2	10	9	9	1/2	AGAN	10	9	9	1/2	1/2	10	9	9	1/2	1/2									
AGAO	10	9	9	1/2	1/2	10	9	9	1/2	AGAO	10	9	9	1/2	1/2	10	9	9	1/2	AGAO	10	9	9	1/2	1/2	10	9	9	1/2	1/2									
AGAP	10	9	9	1/2	1/2	10	9	9	1/2	AGAP	10	9	9	1/2	1/2	10	9	9	1/2	AGAP	10	9	9	1/2	1/2	10	9	9	1/2	1/2									
AGAQ	10	9	9	1/2	1/2	10	9	9	1/2	AGAQ	10	9	9	1/2	1/2	10	9	9	1/2	AGAQ	10	9	9	1/2	1/2	10	9	9	1/2	1/2									
AGAR	10	9	9	1/2	1/2	10	9	9	1/2	AGAR	10	9	9	1/2	1/2	10	9	9	1/2	AGAR	10	9	9	1/2	1/2	10	9	9	1/2	1/2									
AGAS	10	9	9	1/2	1/2	10	9	9																															

**3pm prices  
May.25**

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## AMERICA

## Dow falls on weak bonds and early profit-taking

## Wall Street

AFTER an early wave of profit-taking, expected after three sessions in which the Dow Jones Industrial Average closed at record highs, the equity market bounced back before turning lower again in sympathy with bonds, writes Janet Bush in New York.

At 2pm, the Dow was 5.17 lower at 3,850.09 on moderate volume of 101m shares. On Wednesday, the Dow came back from a loss of around 15 to close 4.03 higher at 3,856.26. Blue chips tended to do better than the broad market with most indices marginally lower, even when the Dow was in positive territory. The Standard & Poor's 500 index was quoted 0.44 point lower at 358.85.

The market kept setting new records despite the fact that a large number of investors are sceptical about current levels. The latest survey of market forecasters compiled by investors Intelligence shows that 45.5 per cent of them were bearish on stocks last week and 40.9 per cent were bullish.

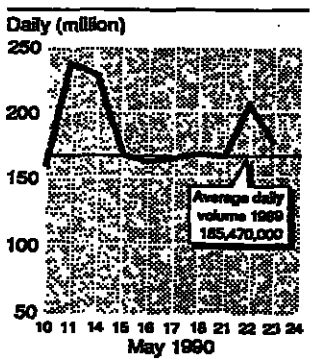
Clearly, continued buying has been concentrated in quality, blue chip issues. What appears to be happening is that portfolio managers are raising their stock allocations simply in response to the fact that the market keeps hitting successive record highs. There does not appear to be much activity by individual investors.

Equities derived some support yesterday from Treasury

bonds which moved a little higher after a surprisingly sharp downward revision in first quarter GNP growth from 2.1 per cent to 1.3 per cent.

Overall, the impact on both markets of the GNP release was muted because the revision was almost entirely due to a downward adjustment to

## NYSE volume



inventories. However, Treasury shares then turned lower again and the Dow went back into negative territory.

Tobacco stocks attracted attention yesterday, weakened by news that Mr Louis Sullivan, Health and Human Services secretary, is seeking state bans on cigarette vending machines as part of a campaign against minors smoking.

Philip Morris fell 1 1/2% to \$43.75. American Brands dropped 1 1/2% to \$67 and UST lost 1 1/2% to \$28 1/2.

Among technology issues, IBM fell 1/4% to \$118 1/2. Compaq

Computer 3/4% to \$122 1/2. Digital Equipment 1 1/4% to \$92 and, on the over-the-counter market, Apple Computer 3/4% to \$41 1/2. Among blue chips, Exxon fell 1/4% to \$47 1/2. General Motors 1/4% to \$88 1/2 and Merck 3/4% to \$81 1/2. But F.W. Woolworth edged 1/4% higher to \$65.

US Shoe gained 1 1/2% to \$24 1/2 after it reported a 239 per cent increase in its net income for the fiscal quarter ended on May 5, compared with a year earlier. Circus Enterprises rose 1/4% to \$62 on the company's prediction of net income in its fiscal first quarter of as much as 70 cents a share. National Media Corp fell 1 1/2% to \$10 1/2 on speculation that the company's earnings in fiscal 1990 ended in March will be disappointing. The company said that the rumours were without merit.

## Canada

TORONTO stocks slipped slightly at mid-session after New York shares fell on profit-taking. The composite index lost 1/4% to 3,113.88 on volume of 10.39m shares. Declines led advances 23 to 179.

Gold shares were the one bright spot after COMEX gold futures rose about US\$2.50 an ounce. American Barrick rose 1/4% to C\$22 1/2 and Lac Miner climbed 1/4% to C\$12 1/2. Toronto-Dominion rose 1/4% to C\$17 1/2 after releasing its second quarter earnings, down two cents to 45 cents. Hudson's Bay was unchanged after reporting a first quarter loss of 19 cents versus 36 cents.

## A little cold water on German optimism

The cost of German unity has hit the stock market, writes Katharine Campbell

THE GERMAN stock market, in recent weeks, has been suffering a mild dose of the nerves which had already sent domestic bond prices spiralling downwards in February.

The immense costs of reunification of the two Germanies were apparent back then, at least to sections of the bond investment community. So why has it taken until now for equity market participants to splash a little cold water on their own, seemingly boundless optimism?

The DAX index of 30 blue chip stocks has fallen around 10 per cent from its high of 1969 at the end of March. It was always apparent that the equity market's defence of gravity would eventually be tempered, by real interest rates hovering around 6 per cent and all that they portend.

What has happened is that the process of rearing justified by the long-term prospects for the pan-German economy through the 1990's is for the moment complete.

In the current consolidation phase investors are focusing coolly on coming months, rather than allowing themselves to be suffused by warm feelings about the decade as a whole.

One of the most important factors putting a stop to the market's progress has, for once, no connection with the market's progress. It is a number of analysts have recently downgraded profits forecasts for some of the weightiest components of the DAX index - including Daimler, Siemens, Mannesmann, and Lufthansa, as well as the

three chemical giants. One of a number, Mr Guy Riddon, European equity strategist at UBS Phillips & Drew in London, explains that in the last few days he has downgraded his forecast of 1990 profits growth for German companies from 10 per cent to 6 per cent.

This access of caution is being displayed on a number of fronts. To begin with, the cyclical downturn in the chemicals sector has far-reaching effects, earnings at its recent yearly press conference, it is still struggling to integrate diverse acquisitions.

At the same time, the strength of the D-Mark continues to erode the competitiveness of German industry abroad. As just one example last week, Lufthansa, announcing a DM200m programme to cut expenditure and boost revenue, blamed sharply lower first quarter profits partly on adverse foreign exchange movements.

The other part of the story is, of course, East Germany. In general terms, a political cloud hangs over the market as recent Lander elections demonstrate how, as the CDU scores the country towards reunification, it could well be the Social Democrats who prove beneficiaries of any upsets along the way.

Meanwhile, the bond market's worries in February stemmed from concerns, less among domestic than among international investors, that the costs of reunification would be vast and unwieldy. But at that stage they were almost entirely suppositions lacking the benefit of hard fact.

Now a good deal more is known: the East German national and local elections are past; the date and terms of monetary union have been set, and the government's expanded borrowing programme in the shape of the new 10-year fund outlined. The trouble is that some of the facts are not quite what the equity market would have wished, and previous uncertainties have been more than adequately replaced

with further unknown quantities. That the generous terms of monetary union were purely a political dictate is clear, taking the edge off economists' fond dream of years of disinflationary growth. Some of the powerful economic impetus that would have been gained from combining a high cost area suffering pronounced labour shortages with a people-rich country has been sacrificed, because the people, with a

Federal Republic has on its hands. Also, legal questions, particularly in the field of property rights, continue to dog the prospects of West German companies, whose ambitions in the East are still of the status of letters of intent. Again, cartel considerations, and the extent to which an urgent need for capital will stay the hand of the monopoly authorities, remain hedged around with uncertainty.

Moreover, on a comparative basis, many strategists say that it is the prospect of interest rate cuts that is attracting cash to specific markets at the moment. The UK, Italy and Switzerland. Views may differ as to where long bond yields go from here, almost everyone agrees that short-term rates in Germany are set to increase, between 50 and 150 basis points.

But, in sum, if major brokerage houses, such as Morgan Stanley, have reduced weightings in the German market significantly, it does not imply they no longer believe the arguments about a fundamental rerating as the result of secular change.

"We are still very excited about Germany," says Mr Mahav Dhar, global equity strategist at Morgan Stanley in New York. "We just think that Germany has been ahead of itself. In the last three months, for its non-US international portfolio, the firm has made a two-stage reduction in its disposition, from four times over-weight to one in line with the market."

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Among banks, BBV fell 1/4% to Ptas3,355, Hispano lost 1/4% to Ptas2,945 and Banesto

dropped Ptas20 to Ptas3,890. But there was selective buying of electricity stocks, with Endesa rising Ptas20 to Ptas3,365 and Iberduero adding Ptas6 to Ptas47.

HELSEINKI firmed in quiet trade. The Untas all-share index rose 0.7 to 576.1 in volume of FM45.7m. The most traded shares were Kansallis-Osake-Pankki's free series which rose FM1 to FM52.

SOUTH AFRICA was also closed for a holiday.

## ASIA PACIFIC

## Firm gains as sound results come in

## Tokyo

GOOD news outweighed the bad in the continuing announcement of company results and share prices closed with firm gains in moderately active trading, writes Michiko Nakamoto in Tokyo.

Investors kept up a lively interest in a broad range of issues with strong rates but they were equally sensitive to the negative news, making for a mixed mood on the market yesterday.

The Nikkei average rose slowly only to meet resistance in midday trading. After fluctuating between a high of 32,338.92 and a low of 32,089.50 the Nikkei closed up 135.24 at 32,311.75.

Losers outnumbered gainers by 506 to 436 and 189 issues were unchanged. Turnover was somewhat low at 1,985.7m shares, down from 650m on Wednesday. The Topix index of all listed stocks was up only 0.95 at 2,395.90 and in London, the ISE/Nikkei index eased 0.79 to 1,791.68.

The resilience of the yen helped support market sentiment yesterday but investors were more interested in individual results and in which sectors or issues would come out on top.

High technology electricals, for example, were depressed by lower-than-expected results from Kokusai Electric, a company which makes electronic parts and communication equipment. This cooled interest in other high technology electricals, which were expected to see very good earnings results overall.

Kokusai Electric took a battering and lost Y250 to Y4,880. Sony, which has been expected to report strong results and has been rumoured to be planning a scrip issue, gained Y50

to Y8,760. Investors were wary of buying Sony before the company released its results after the close, but Sanyo Electric, recently popular, suffered profit-taking and fell Y16 to Y949.

Heavy industrials, by contrast, were in strong demand. Investors still expect their earnings will be good following a surge in orders for ships.

The yen's strength and stable interest rates also contributed to the regularity. Among heavy industry issues, interest shifted to Sasebo Heavy Industries, favoured for its volatile price movements by individuals and corporate investors looking for quick profits. Sasebo advanced Y50 to Y1,130.

Ishikawajima Harima Heavy Industries was up Y70 to Y1,210 and Mitsubishi Heavy Industries rose Y60 to Y1,060. Mitsui Engineering and Shipbuilding advanced Y27 to Y965. Elsewhere, Toyo Shutter posted a strong rise of Y90 to Y3,400 on expectations that its pretax profits would rise 11 per cent in the year to March, 1991. The company has seen strong demand for its heavy shutters thanks to a buoyant construction sector. There was also talk that the company might offer a scrip issue.

A news report which said Toyota would export its US-made 400 to Eastern Europe triggered interest in Marubeni, a company experienced in trading with the region and with the Soviet Union.

Although Toyota itself closed down Y20 at Y2,430, Marubeni gained a handsome Y42 to Y88.

In Osaka interest in heavy industrials was countered by profit-taking in high-tech electricals and the OSE average closed with a loss of 18.55 at 34,802.87.

Volume also fell to 59.9m shares from 61.7m on Wednesday.

day. Sunstar, which makes toothpaste and cosmetics, gained Y70 to Y1,490 on expectations that it would report good earnings.

## Roundup

THE RELATIVE calm in Japanese markets was noticeably absent from some of the other markets in the region yesterday, particularly Hong Kong and Taiwan.

HONG KONG extended its rally to a fifth consecutive session in active trading, helped by continued strong interest from overseas. The Hang Seng index climbed 19.70, after Wednesday's 57.44 surge, to 30,408.4. Since Friday, it has put on 130, or 4.5 per cent.

Turnover stayed heavy at HK\$1,558m, though well down from Wednesday's HK\$1,928m. Utilities posted sharp gains, banking and commercial and industrial issues advanced moderately and property stocks were little changed.

TAIWAN, where the weighted index peaked at 12,485.34 on February 10, fell another 426.63 or 6.08 per cent to 6,587.77, after Tuesday's 294.08 recovery.

Volume fell to 970m shares valued at NT\$61.1bn from Tuesday's 874.4m and NT\$76.5bn billion NT dir. A broker said that the market would stage a recovery only when the government took steps to reduce the current 0.6 per cent stock transaction tax and to instruct banks to support the market.

MANILA moved lower in choppy trading on continued political uncertainty and terrorist attacks. The composite index eased 3.47 to 874.89 and declines led advances 18 to 16, while 23 issues were unchanged.

Turnover fell to \$42.7m shares worth 79.8m pesos from 79.1m shares or 81.1m pesos. First Philippine Holdings, which holds a substantial stake in the Manila Electric Co (Meralco), rose 1.75 points to 15.75 pesos on news that the government was going ahead with its much-delayed plans to privatise the company.

NEW ZEALAND recovered from early lows to close mostly steady at 1,577.50. The All Ordinaries index ended 1.82 lower at 1,737.04. Turnover eased to 7.6m shares or NZ\$13.8m from 11.3m shares or NZ\$16.1m. Bank of New Zealand was steady at 79 cents on turnover of 800,000 shares before announcing better-than-expected profits after the market closed.

Capital Markets, which owns 30 per cent of BNZ, fell 2 cents to 94 cents. Brierley Investments was the heaviest traded stock, taking a bettering of 1 cent to 1.05. The All Ordinaries index eased 2.3 to 1,471.6 while the gold market lost 20.3 to 1,401.7. Turnover rose to 86m valued at A\$188m from 67m shares or A\$17m.

Among gold stocks, Placer Pacific shed 7 cents to A\$2.63 while ACM Gold fell 2 cents to 90 cents and Emperor Mines dropped 9 cents to 65 cents. Western Mining Corp, which mines gold and other minerals, fell 10 cents to A\$4.37 in fairly heavy turnover of 3.2m shares. Bank stocks fell back after Wednesday's gains. ANZ slipped 4 cents to A\$4.96 but was off the day's low of A\$4.76 while Westpac Banking Corp finished 2 cents lower at A\$4.86.

## EUROPE

## Milan hits 1990 high in lively trade

MOST bourses were closed for the Ascension Day holiday, with the exception of Milan, Madrid, Lisbon and Helsinki.

MILAN hit a new high for the year, in lively trading on continued foreign demand. The Comit index rose 5.01 to 736.73. Mr Carlo de Benedetti's holding company, CIR, rose 1.20 to 15.735 as the Italian press insisted, in spite of company denials, that the financier had sold his stake in Societa Generale to Societa Italiana di Credito di Belgio. Fiat was left

behind, remaining unchanged at L10,500 while the insurer Generali rose L195 to L42,895.

Another insurance company, Latina, rose L65 to L15,525 after reporting a drop in 1989 net income to L57.5m from L29.5m, mainly because of its exposure to motor premiums, and an unchanged dividend. County NatWest said the results were in line with expectations and added that the stock looked attractive relative to its net asset value.

LISBON continued on this week's lacklustre path, the BTA index falling 15 to 3,059. It had recovered from a low of around 2,828 in March after falling from a high of 3,705 in late January.

MADRID drifted back on a lack of fresh factors, with banks bearing the brunt. The general index lost 0.39 to 282.48.

Among banks, BBV fell Ptas25 to Ptas3,355, Hispano lost 1/4% to Ptas2,945 and Banesto

dropped Ptas20 to Ptas3,890. But there was selective buying of electricity stocks, with Endesa rising Ptas20 to Ptas3,365 and Iberduero adding Ptas6 to Ptas47. HELSEINKI firmed in quiet trade. The Untas all-share index rose 0.7 to 576.1 in volume of FM45.7m. The most traded shares were Kansallis-Osake-Pankki's free series which rose FM1 to FM52. SOUTH AFRICA was also closed for a holiday.

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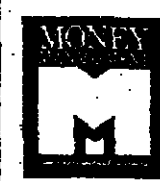
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## FT-ACTUARIES WORLD INDICES

Jointly compiled by The Financial Times Limited, Goldman, Sachs & Co., and County NatWest/Wood Mackenzie in conjunction with the Institute of Actuaries and the Faculty of Actuaries

NATIONAL AND REGIONAL MARKETS	WEDNESDAY MAY 23 1990						TUESDAY MAY 22 1990						DOLLAR INDEX		
	US Dollar Index	Day's Change %	Pound Sterling Index	Local Currency Index	Day's change % local currency	Gross Div. Yield	US Dollar Index	Pound Sterling Index	Local Currency Index	Day's change % local currency	1980 High	1980 Low	Year ago (approx)		
Figures in parentheses show number of stocks in grouping															
Australia (81)	132.62	+0.4	116.10	115.24	+0.8	6.03	132.07	115.76	114.59	+0.8	158.31	126.85	134.54		
Austria (19)	239.96	+1.9	210.07	207.93	+1.8	1.30	235.82	206.43	204.35	+2.0	285.03	183.15	115.01		
Belgium (61)	148.30	+0.5	120.56	120.50	+0.5	4.56	148.12	120.50	120.50	+0.5	180.22	132.11	128.33		
Canada (119)	138.04	+0.5	119.10	116.58	+0.3	3.46	135.36	118.05	116.94	+0.3	130.37	130.37	136.45		
Denmark (39)	256.92	-0.1	224.93	222.50	+0.0	1.29	257.13	225.38	222.51	+0.0	280.82	236.69	188.96		
Finland (20)	132.87	+0.6	122.27	114.80	+0.2	2.28	136.94	121.78	114.52	+0.2	152.09	128.48	144.01		
France (122)	167.00	+0.3	146.20	147.48	+0.5	2.79	166.82	146.88	146.88	+0.5	149.89	113.33	113.33		
West Germany (83)	129.95	+1.3	113.77	112.99	+1.5	1.98	128.28	112.44	111.31	+1.7	122.09	80.54	80.54		
Hong Kong (48)	125.83	+2.0	110.18	125.69	+2.0	4.95	123.37	106.13	123.24	+2.0	126.90	112.24	127.52		
Ireland (17)	181.18	-0.6	156.82	159.18	-0.4	2.75	182.21	159.70	159.81	-0.6	198.57	172.72	136.38		
Italy (56)	105.93	+0.5	92.74	97.13	+0.3	2.45	105.43	93.29	97.41	+0.3	106.43	91.26	74.97		
Japan (454)	153.32	+0.3	134.22	148.54	+0.1	0.57	152.79	133.92	146.36	+0.1	167.28	124.40	127.72		
Malaysia (39)	233.30	+1.2	204.24	242.86	+1.7	2.22	230.46	202.01	240.11	+1.7	246.52	178.54	178.54		
Mexico (13)	519.59	+2.5	452.25	1596.74	+2.2	0.32	504.10	441.84	1582.26	+2.2	516.59	324.53	219.58		
Netherlands (43)	141.24	+0.2	123.85	121.19	+0.0	4.85	141.49	124.02	121.15	+0.2	145.88	130.43	112.24		
New Zealand (17)	62.84	+0.3	55.01	58.12	+0.2	7.56	62.63	54.90	58.01	+0.3	75.36	59.57	67.66		
Norway (20)	243.72	+0.5	213.36	213.26	+0.1	1.49	243.74	213.04	213.04	+0.1	245.80	202.34	178.50		
Singapore (25)	205.72	+0.2	180.97	176.47	+0.3	1.86	207.14	181.56	176.96	+0.3	207.14	179.70	158.88		
South Africa (60)	189.73	+1.1	166.22	164.36	+1.3	3.62	190.77	167.2	167.1	+1.1	201.98	151.98	132.07		
Sweden (42)	160.11	-0.4	140.17	126.21	-0.4	4.21	160.92	126.68	125.65	-0.5	165.19	132.64	147.31		
Switzerland (35)	204.04	+0.9	178.93	183.09	+1.0	2.20	202.14	177.16	181.58	+0.9	206.95	172.89	156.83		
Switzerland (66)	101.61	+1.7	89.13	89.60	+0.6	2.32	100.73	88.29	88.58	+1.7	105.85	88.76	67.81		
United Kingdom (308)	127.25	+0.7	127.28	126.28	+0.8	3.42	127.28	126.42	126.82	+0.8	138.87	108.87	108.87		
United Kingdom (537)	145.26	+0.3	127.16	126.28	+0.3	3.33	144.85	126.96	144.85	+0.4	150.81	130.10	130.10		
USA (537)															
Africa (884)	145.79	+0.0	127.83	124.84	+0.0	3.56	145.74	127.74	128.58	+0.0	146.86	136.57	112.85		
Asia (117)	201.58	+0.4	176.47	170.78	+0.5	1.78	200.78	175.98	170.00	+0.5	201.89	185.01	146.91		
Pacific Basin (600)	151.54	+0.4	132.67	144.42	+0.2	0.67	150.96	132.32	144.17	+0.2	152.75	124.63	173.67		
Panama-Pacific (1644)	149.60	+0.2	130.59	137.69	+0.1	1.94	149.24	130.61	137.52	+0.1	147.18	130.35	146.40		
North America (666)	144.80	+0.3	126.57	143.55	+0.2	1.34	144.18	126.37	143.00	+0.3	145.78	131.02	130.39		
Europe Ex. UK (879)	149.43	+0.3	124.27	137.69	+0.2	1.75	149.11	124.71	135.59	+0.3	145.81	130.35	130.35		
Pacific Ex. Japan (238)	126.62	+0.9	113.48	117.09	+0.9	5.19	128.49	112.82	115.01	+0.9	138.32	77.23	127.57		
Europe Ex. US (1838)	149.74	+0.2	131.09	137.62	+0.1	2.00	148.39	130.93	137.77	+0.2	147.77	131.30	146.80		
World Ex. UK (2068)	146.07	+0.4	127.48	140.34	+0.3	2.20	145.55	127.57	139.96	+0.4	162.00	130.00	141.37		
World Ex. Japan (2231)	146.76	+0.5	128.48	139.83	+0.2	2.45	146.37	128.29	139.60	+0.5	161.84	131.95	141.19		
World Ex. So. Af. (2231)	146.20	+0.2	127.11	136.65	+0.2	3.46	146.90	127.01	136.80	+0.2	145.52	132.42	123.76		
World Ex. Japan (1918)															
The World Index (2373)	147.01	+0.3	128.70	140.01	+0.2	2.46	146.84	128.52	139.78	+0.3	162.05	132.25	141.12		



# FINANCIAL TIMES SURVEY



The former railway town of Swindon has been transformed in the last 30 years into a dynamic business

centre. The spread of development ranges from electronics and manufacturing industries to distribution and financial services, as Stewart Dalby explains here.

## Plenty to boast about

HEAVEN knows it would be easy to knock Swindon. The town has had a bad press since one of its most famous alumni and film star, the late Diana Dors, developed the habit of describing it as a place you only wanted to get away from.

But to damn Swindon because it is not Venice or Las Vegas or even Bath, Bristol or Oxford, rather misses the point.

What is claimed for Swindon is that over the space of 30 years it has been transformed from a sleepy provincial town, over-dependent on one industry - the railways - into a dynamic, business centre which on certain criteria is one of the most successful in the south-west.

Its superb communications - it is almost on the M4 motorway which runs east-west, close to the M5 going north-south, near to Heathrow airport, and has easy access to London by train (55 minutes) - have been vital ingredients in its dramatic growth.

But also important is the fact that Swindon has remained easy to get out of - chief executives can live in splendid houses in Gloucester-

shire, for example, while lesser mortals live in the beautiful Wiltshire villages which surround the town.

Swindon is also a functional, working town. This has meant that the new town has become one great office block. If you walk around it at 6pm you will not find much company and may have the feeling you are breaking a curfew.

Swindon was changed from an agricultural market town (vestiges of this role are still evident in Old Town up on the hill) when the great 19th century engineer, Isambard Kingdom Brunel, chose Swindon as one of the country's first railway towns.

It was often called "the Crewe of the south." Not only was it a major rail junction, it was also home to an extensive engineering works. In its heyday, the Great Western Railway (before it was nationalised after the Second World War), employed 14,000 people.

The Swindon population figure in the late 1980s was around 70,000. When the last British Rail Engineering Ltd (BREL) workshops were closed in 1986-87, throwing some 2,000 workers on to the job market,

the population was 168,000. It is now over 170,000 and projected to grow to 200,000 by the turn of the century.

The good communications alone might have ensured that companies were interested in relocating to Swindon, but the expansion has also been due to the fact that the corporations and councils which have been Labour party-dominated for most of the past 30 years, realised early on that something had to be done about the town's dependence on the railways. In the late 1960s, the then Swindon Corporation started to buy cheap agricultural land.

### Development strategy

The corporation's successors have remained major landowners. Thamesdown Borough Council still owns the land on which the city centre's Brunel shopping complex is built and it collects rents of £2m a year.

The council has never been able to offer financial incentives to incoming companies but it has had plenty of space and has been able to ensure that development has taken place in an orderly fashion.

The land has remained com-

paratively cheap, and the railway workshops ensured there was a supply of skilled workers. Not surprisingly, Swindon has remained an engineering centre to some extent. Honda has started to manufacture engines at its 300-acre airfield site once owned by Vickers. It employs 700 and is looking to employ a further 1,300 when it starts making cars in a couple of years time.

But Swindon has developed in three other important areas: electronics, particularly in the information technology field, distribution and warehousing, and financial services.

In electronics, Intel's European distribution centre for microprocessors and silicon chips is based in Swindon. Intel has been in the town since 1973 and employs 400 people. Galileo, the computerised airline reservations system, owned by 10 airlines - nine European and one American - has been in the town for two years and employs 700 people.

There is also Motorola and Datatrak, among others. In distribution, the best-known company is probably W.H. Smith, the high street retailer, while Coca Cola is

thought to be looking at a 120-acre site, close to the new Honda car plant, for a possible bottling factory.

In financial services, Allied Dunbar has its national headquarters in Swindon and employs 2,700 people in six buildings, while Nationwide Anglia has one of its two main administrative centres in the town.

This spread is significant, because it has helped to ensure ordered development. The financial services groups are concentrated in the new town office blocks. The electronics and other manufacturing concerns are dotted in 26 or so industrial and business parks close to the town, while the larger concerns - such as Honda - and the distribution companies tend to be close to the M4.

In housing, too, the council has been able to ensure planned growth. The latest manifestation of this is the so-called Northern Development where 10,000 houses are being built by the private sector over the next few years which should cater for a population increase of 30,000. In the Northern Development, the

Cranfield Institute of Technology is building a science park.

Balanced growth is important. The town has avoided the problems of congestion and skill shortages that have developed in its main neighbours - Reading to the east, and Bristol to the west. Swindon property is still relatively cheap: office rents are around \$15 per sq ft, compared with up to £20 in Bristol and Reading.

### Staff recruitment

Big companies such as Nationwide Anglia and Allied Dunbar have not experienced difficulty in finding staff and Allied has been taking on staff at a rate of 500 a year. It does admit, however, that for the first time it is looking at staggered working hours for women. Honda is sanguine it will find the 1,300 workers it needs.

There is still plenty of land. Burmah Castrol, one of the biggest employers, has a 60-acre site it wants to develop to the west of the town. Now that BMW has decided not to expand into Swindon there is a 92-acre site also to the west of the town on offer. To the south

### IN THIS SURVEY

High technology industries; diversity in manufacturing.....	PAGE 2
Distribution, financial and business services.....	PAGE 3
The motor industry; Swindon Town's success.....	PAGE 4
Residential and commercial property markets.....	PAGE 5
Great Western Enterprise; company case study.....	PAGE 6

Editorial production: Michael Wiltshire. Pictures by Lydia van der Meer.



Pictured left: new office developments in central Swindon, in contrast to the Railway Museum, which highlights an industry upon which the town once depended.

there are hundreds of acres which have barely been touched. However, unemployment is down to 3 per cent with all the former railway workers fully absorbed.

Swindon in the past year has begun to experience traffic jams and parking problems although nothing like on the scale of Bristol. It is the threat of Reading-type congestion and skills shortages which has led the Borough Council to try and put the brakes on development and consolidate the infrastructure and amenities of Swindon.

Mr Jim D'Avila, the deputy leader of the council and Labour Party candidate for the next general election, says: "We are only shadow-boxing at the moment, but there is a conflict looming with the developers. We feel we must call a halt to speculative development and consolidate the social infrastructure."

It was concern about congestion and possibly safety which led the council to oppose the £30m BMW development. The site is close to the western exit of the M4 motorway, an area which is already heavily built up. After a long delay, the Department of the Environment over-ruled the council's rejection, on appeal. But by the time the green light was given, BMW had finally decided to concentrate operations in Munich - perhaps responding to upheavals in eastern Europe.

For this reason, BMW's decision is probably not indicative

of any dwindling interest in Swindon, since plenty of companies still appear to be showing interest. But as Mr Tony Hussey, the leader of the council, says: "With the northern scheme and Tarmac's project on the old railway works, there is currently enough development to take us well into the 1990s without any more going on. We must concentrate on improving the amenities for the people who live in Swindon."

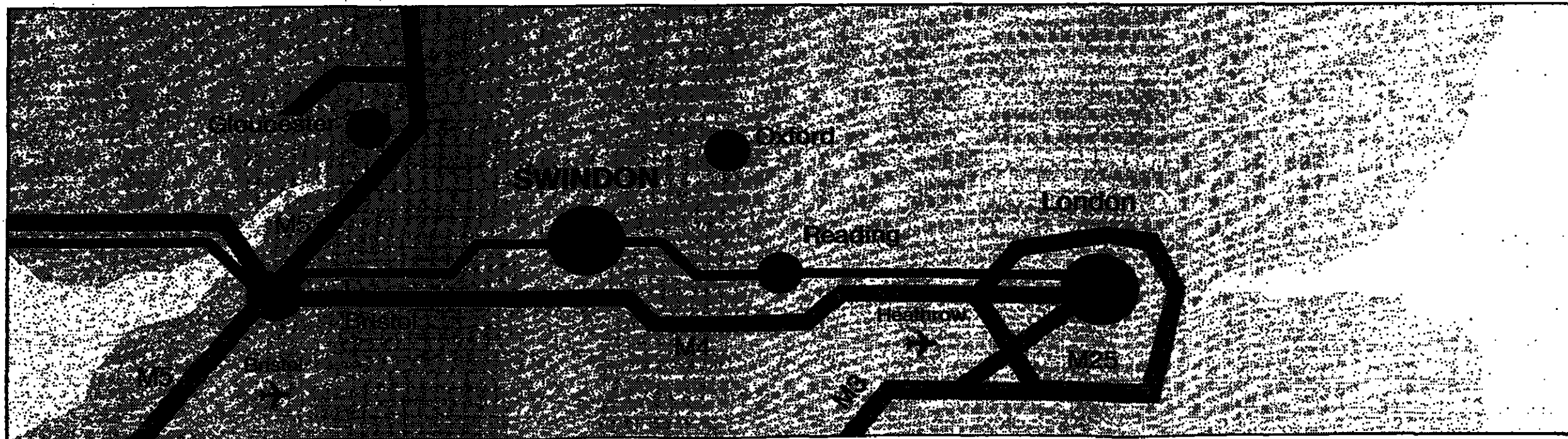
The Tarmac project he refers to is a planned development of 142 acres of old railway to include offices and residential property, plus possibly some heritage and leisure facilities centred on some listed railway buildings.

However, one important amenity which is "on hold" is the expansion of the Brunel Shopping Centre in the heart of the town. Everyone agrees the 1960s complex badly needs upgrading, since less people are visiting Swindon to shop at weekends. A smaller £20m scheme is nevertheless proceeding close by the Brunel Centre.

However, the major refurbishment is in abeyance because the Norwich Union, who were to undertake the £60m project, and the Council could not agree terms.

Councillor Hussey insists a developer will be found. The next few couple of years should see whose vision of the town - the council's or the developers - will prevail.

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## SWINDON 2

Alan Cane highlights developments in the high technology sector

## An emphasis on servicing rather than manufacturing

NOBODY signs the visitors' book in the reception area of the Galileo Centre, based in Swindon's Windmill Hill business park. Instead, visitors to the nerve centre of one of the largest computerised airline reservation and information systems tap their name and affiliation into a lectern-like computer terminal.

It is a suitably futuristic introduction to a technology-based organisation set up to defend the interests of a consortium of European airlines against both US and European competitors.

It is also somewhat symbolic of the way Swindon, with the enthusiastic support of the local authorities, is developing as a high technology centre, with the emphasis on service rather than manufacture.

There has been electronics manufacturing in the town, however, for more than 30 years. Plessey Semiconductors, for example, which with international sales of about \$200m reckons to be the leading European supplier of application specific integrated circuits (ASICs) has been in Swindon since 1957 and now has its corporate headquarters there.

Taken over last year by GEC/Siemens but now owned wholly by GEC, it manufactures bipolar microchips, the fastest semiconductor technology, in its Swindon factory. The company and the town are now waiting to see what its future will be under its new parent.

Marconi, a GEC subsidiary, is closing its manufacturing activities in the town with the

loss of 280 jobs, a move said to be unconnected with the Plessey takeover. Marconi made hybrid semiconductors in Swindon. It is understood the closure is connected with moves the company is making to restructure its components operations.

The US semiconductor manufacturer, National Semiconductor, has a sales and distribution centre in Swindon, but Intel, designer and manufacturer of the world's most popular microprocessors, has gone further. With three out of four phases of a magnificent landscaped headquarters completed, it is clearly putting down deep roots in the area.

### Positive attitude

Mr Keith Chapple, managing director of Intel (UK) says the decision to relocate to Swindon from Oxford in 1978 was made easier by the local authorities' positive attitude - "it is something we have not regretted," he says. While Intel does not manufacture microchips in Swindon, it carries out a range of activities there that are crucial to its European operations. It is the warehouse and distribution

centre for the whole of Europe as well as the test and quality assurance centre. The investment in computerised test equipment, for example, is in excess of \$10m, including a \$2m state-of-the-art "Trillium" chip-testing machine capable of analysing the behaviour of Intel's latest and fastest microprocessors.

Customers who want microchips built to their own requirements are catered for by Intel's Applications Specific Circuit Group. Designs created in Swindon are sent to the US for manufacture.

Swindon Silicon Systems (SSS), housed in an disused schoolhouse on the west side of the town, cannot match Intel for size - it had a turnover last year of about £2m compared with Intel's \$3.1bn - but after 12 profitable years reckons its design skills are equal to the best. It specialises in what are called mixed mode microchips - chips which combine digital circuitry of the kind found in computers and analogue circuitry used, say, in radio equipment. It has a niche market at the high performance end of the mixed mode spectrum selling to, for example,

Rolls Royce, STC, British Telecom and British Aerospace in the UK and Siemens and Serge Dassault abroad.

Why is it based in Swindon? The answer lies in the legacy of Plessey Semiconductors. Founded in 1978 by Mr Alan Richardson and three colleagues, all former Plessey engineers, it designs and supplies chips to customers' exact specifications. Manufacturing is carried out by "silicon foundries" however, organisations specialising in turning silicon into microchips.

British Telecom is Swindon's third largest employer with some 2000 staff in the town running the organisation's group procurement services. No materials come into or leave Swindon apart from those needed locally but the administration for the greater bulk of the £3bn worth of goods and services British Telecom buys each year is handled in Swindon. Everything, in fact, from satellites and cable-laying ships to screwdrivers. It is currently moving to new premises geared to today's technical requirements - adequate ducting for computer cabling and son on. Mr Alan

MacGregor, the group's community relations manager, says the company is taking particular interest in schemes to improve the quality of life in Swindon. Despite British Telecom's size in the town, "we have maintained a pretty high level of invisibility so far," he says.

Motorola of the US is another of the world's leading semiconductor but its activities in Swindon centre around cellular radio, the mobile telephone business, rather than the microchips themselves.

### European centre

Mr John Reynolds, managing director of the company's cellular infrastructure division, explains that Swindon has been chosen as the European centre for Motorola's manufacturing effort in the next generation of mobile telephone systems. The investment is of the order of £30m: "It is the biggest project the company has ever taken on in such a narrow time frame," Mr Reynolds says. The site, on the Blagrove Industrial Estate, it will also become the design centre for Europe for cellular base

stations, the heart of the new generation of digital mobile telephone systems.

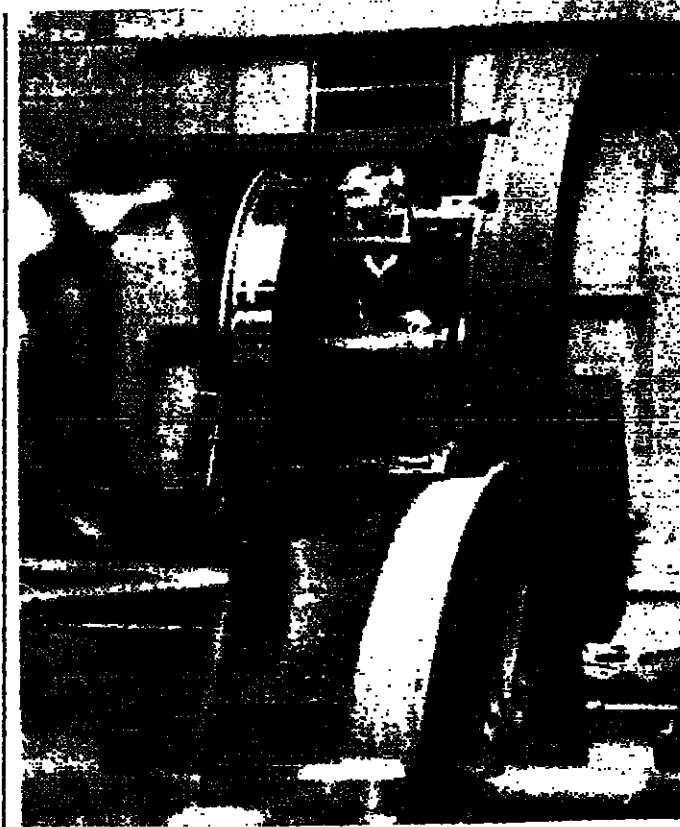
Motorola surveyed a number of sites before settling on Swindon as "the place for tomorrow" with its easy access to the universities of Bath, Bristol, Reading and Southampton. About 280 people are already employed and the number should rise to more than 500 when the manufacturing facilities are completed next year.

Galileo remains Swindon's most unusual high technology newcomer. Set up by a consortium of European airlines including British Airways, Alitalia, KLM and Cavia, a subsidiary of United Airlines, it is the largest non-governmental data centre in Europe.

Constructed in just under two years through powerful collaboration between Galileo and its principal contractor International Business Machines, the system went live in September last year.

The two dramatic buildings which house the administration and the computers are staffed by a cosmopolitan mix of data specialists and executives, principally British, US, Dutch and Italian nationals.

Swindon itself has some way to go to rival more picturesque technology centres. The high-powered technologists who work in Swindon tend, in general, to live in and commute from the plethora of pretty villages around the centre. One US managing director, however, established himself happily in the Old Town. "But then," a colleague said darkly, "he came from Pittsburgh."



Railway workshop in the National Railway Museum

### Manufacturing industry

## Quest for more diversity

A GHOST from the north has haunted Swindon since the 1950s when the railway's steam hoppers, salvaged from Brunel's SS Great Britain, summoned 14,000 people to work every day.

There was the fear that dependence on one industry would lead to the day when the echo of the hoister would settle over a town condemned to long-term unemployment and decline.

Like the once-bustling mill towns of Yorkshire, Swindon appeared to be on a single-track towards total reliance on a 19th century industry which was rationalising rapidly and threatening to pull up historic roots.

The rail-yard's decline came to closure in 1987 and today dust covers the desks of the engineers who worked in its mammoth shops and foundries; discarded tea cups and newspapers conjure up sad echoes of Consett, Chatham, and Crewe.

But the regeneration of the yards, under the umbrella of Tarmac Properties, and the diversification of the town's manufacturing base, particularly around the skilled engineering base, have saved the region from decline and unemployment.

While employment in engineering and metal goods has held fast at about 15 per cent between 1984 and 1987 employment within "other manufacturing" rose from 4,706 to 6,802. More than 150 national and international organisations have moved to Swindon, including 20 US companies and 35 electronics companies in the last 15 years, funneling down the M4 corridor.

Location in Swindon continues, attracted by low rents and rates and the engineering skills base, as well as excellent communications. The 1990s threaten to place only two clouds in a clear sky: skills shortages and growth.

Despite rapid expansion in housing, the working population has not kept pace with demand in an overheated economy - a situation which can only be partly blamed on the demographic timebomb which points to a 15 per cent decrease in 11 to 24-year-olds by 1996 and 44 per cent increase in the over-65s.

Triumph International is one of the companies which has decided to expand elsewhere with advanced negotiations to open a 12,000 sq foot production unit for its lingerie, swim and beach ware products in Cwmbran, South Wales, where it can secure an increased labour supply.

A Swindon-based company, Creech UK, is planning to open a town-based nursery in June as the forerunner to a national chain of pre-school nurseries on British business parks - one of the often quoted solutions to the skills shortage problem. Providing facilities for "returners" is one way out of the skills cul-de-sac.

The local Thamesdown Borough Council is not alone in blaming local industry for under-training and fuelling the skills shortage. Both politicians and planners hope the 1990s will see an improvement in the quality of employment in the town and a better return for the public sector from private sector development.

Deputy Labour Leader Jim D'Avila sees the decision of companies like Bluebird Toys to expand further west as an indictment of the private sector's lack of foresight. His verdict is a blunt "good riddance" and the hope that the burgeoning motor car industry will provide real jobs.

He also asks the politically sensitive question for Swindon: "Should we grow untethered?" - and reveals that a council survey will show that the local

population, which was overwhelmingly in favour of growth in the 1950s, now questions if this strategy should continue.

The expansion of Swindon to the north west, held up by a public inquiry but now to proceed, is seen by the council as an indication that the town's growth will not be circumscribed by strictures from Whitehall. Its fear is city-style growth without facilities and infrastructure to match.

Peter Stratford, executive director of the Swindon Chamber of Industry and Commerce, feels that the town's buoyancy is an indication of intrinsic strength and adds: "We are not interested in social engineering. We welcome any form of enterprise."

For the Chamber, growth - particularly with the fillip of 1992 - is certainly on the agenda and it has moved who leapt into providing expert advice on exports - "the Chamber is one of the first in the country to set up a European Action Support Team, providing members with services, information, advice

**More than 150 national and international companies have moved to Swindon in the last 15 years, says JAMES KELLY**

and support under one roof." While the development of the railyards includes space for light industrial use, the prospects for further diversification beyond the motor industry and the high-tech sector are not spectacular: rather, there are greater hopes for internal growth in established industries.

Here there is a firm base stretching from Gordon Russell the furniture makers, to Motorola (Communications) with mobile phones, through Courtaulds Films, to J Arkell & Sons, the brewers, to the shrink plastics of Raychem, to Union Carbide and Sauer Sundstrand's industrial hydraulic equipment.

The story of Emmerson Electric, particularly, puts flesh to the hope and, in passing, paints the history of modern Swindon. This year the company celebrates its quarter century - with 20 years in Swindon.

The company, which is now a wholly-owned subsidiary of Emmerson Electric of St Louis, in the US, began life on a trading estate at Wembley, north west London. Jeffery Wickins, now commercial manager, remembers that the decision to move was taken quiet "democratically" after a visit and presentation by council officials from Swindon.

In the early days, the company was a world market leader in semi-conductor rectifiers for the control of spinning machines for synthetic fibres with customers like ICI and Courtaulds. But spectacular growth has come from manufacturing Uninterruptible Power Supply units for the computer industry.

While they may no longer be world leaders, they have a much broader share of the turnover - "we are ready for 1992," says Mr Wickins. "We are known worldwide as the company from Swindon."

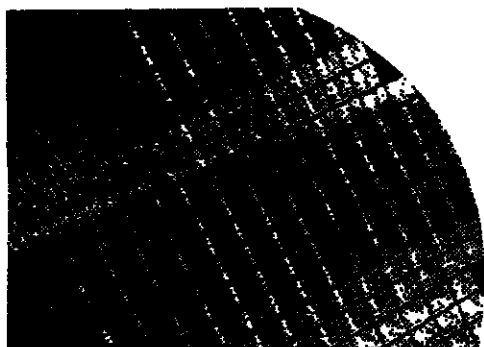
For Jeffery Wickins, the growth of the company has coincided with the growth of a career, and the chance to live in the Wiltshire countryside. Both the lifestyle and the company, like Swindon's manufacturing sector, can be described as "healthy."

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## SWINDON 3

THOUSANDS of years ago, the key lines and green lanes of southern England led inexorably towards Stonehenge, modern Swindon appears to wield a similar attraction from within its ring of concrete and tarmac.

That, perhaps, is a polite analogy - others might say that it's in the middle of nowhere. A beautiful nowhere, of stone villages, broad downland and wide horizons - but nowhere, nonetheless.

But Swindon is, without doubt, Britain's classic 'central place' - a spinning, not to say over-heating hub, commanding the spokes of a communications network which makes the town an ideal location for the distribution sector.

The accident of location is a benefit which will never desert the town, unlike the great misquote of recent history which named it "Europe's fastest growing town." But accident it is; and principally a railway accident.

The change of gradient at Woodton Bassett hill, the spur lines from north and south, and Swindon's equi-distant position between the great port of Bristol and London, all conspired to make sure the town was more than a blurred station name-plate seen from an Inter-City 125.

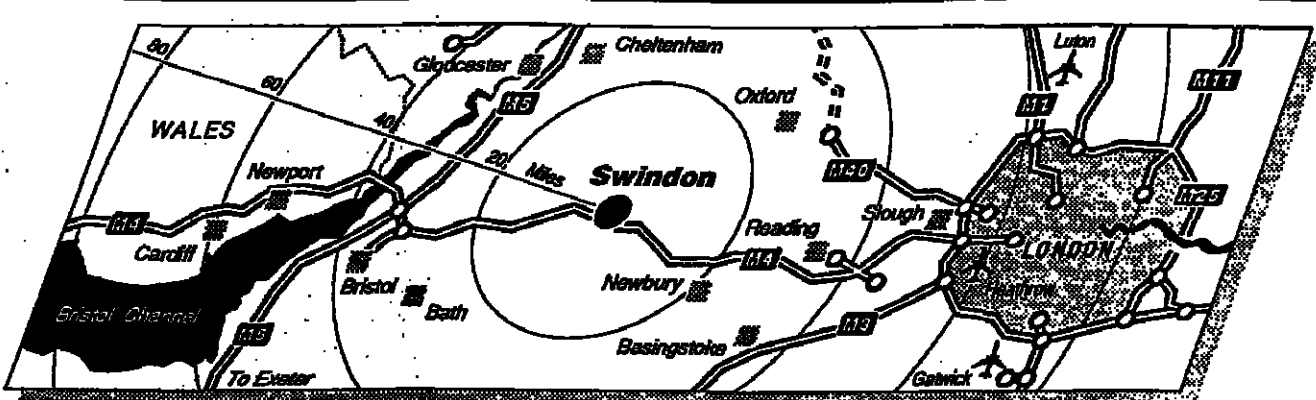
Brunei's great engineering works stamped "railway town" on Swindon's heart and made it the hub of the developing rail network in the region, eclipsing the brief heyday of the canal along whose route the railway was built.

Locational advantage enjoys exponential growth and once Swindon got ahead, it stayed ahead. The burghers of Old Swindon must have watched with trepidation as the New Town below grew around the railway village, eventually expanding across the north-south divide of Ermine Street - the old Roman road.

The coming of the motorways brought the M4 swinging south of the town en route to Bristol and South Wales and interchange connections link the network to the M5 and M6. (The only blemish on the picture is Swindon's burgeoning rush hour which snarls the approaches in a jumble of jams on most weekdays.)

The growth of Heathrow placed Swindon within the European air-shuttle network, complemented by Bristol and Southampton and good connections to Gatwick; and perhaps one day the often-discussed Swindon Airport.

It is a fact - often quoted - that if you turn left at Heath-



Centre for national distribution services

## Strategic location

row you can be in Swindon centre before you would have arrived anywhere in central London.

Improvements to the transport system are in the pipeline: a proposed widening of the M4, extra Inter City 125 seating and a service time-tabled for every 15 minutes to Paddington, and new developments at Southampton and Bristol airports.

A traffic survey, sponsored by Thamesdown Borough Council and Wiltshire County Council, covering 80,000 households, is to address the town's problems within the grid of motorways and dual-carriageways.

With communications like this it is hardly surprising that the town is the UK's main centre for direct mail, with the Royal Mail planning a new sorting office, four times the size of the present Fleming Way premises, it is planned to deal with over 7.5m items a week by the end of the decade.

The postal industry, born of the railways, is shifting rapidly to the Royal Mail's own fleet of lorries and contracted aircraft from Lulsgate Airport, Bristol.

That the distribution industry should seek out Swindon locations was inevitable; although both planners and politicians have sought to attract enterprises which provide more jobs and take up less space.

Jim D'Avila, Deputy Leader of Thamesdown and prospective Labour candidate for the general election, admits that during the crucial years after the closure of the rail works, discouraging inward investment was not an option.

"We were obliged to seek



Jim D'Avila, Deputy Leader of Thamesdown and prospective Labour candidate for the general election: Swindon has been determined to attract a wider mix of employment opportunities, he says.

jobs - and jobs in the service and distribution sector were better than no jobs at all. But that did not prevent us from being determined that we wanted a mix," he says.

At the borough's planning offices there is a determination to maximise the use of land in the town and to encourage growth and quality in what already exists: although this can be frustrated by the planning regulations which make it difficult to stipulate what exactly goes on behind the plate glass.

While simple distribution operations will continue to be attracted to the town, there is evidence that growth and diversification can spring from successful transport operations; both Reader's Digest, the international publishing and distribution group, and WH Smith, the high street

retailer, provide cases in point. Reader's Digest has just opened an £18m development at Pegasus House, Blagrove, which sits along side its long-established distribution operation.

The company, a wholly-owned subsidiary of the US parent founded in 1938, decided in 1987 to move its data processing fulfilment department to Swindon, dealing with customer and computer services.

About 200 jobs were transferred; a third of the employees joined the move, the proportion increasing up the salary scale. The move followed the 1979 switch of its lettershop activities to Swindon from Aylesbury, where it had run out of room for expansion.

The £21m move was designed, says the associate director of corporate development, Alwyn Price, to increase

efficiency and customer-service, as well as cashing in on the long-term payback of cutting rents and rates from the previous premises in central London: the company now has 20,000 sq feet of office space to let at Old Bailey as a result.

Negotiations were undertaken with the Royal Mail prior to the move, and Reader's Digest Swindon receives 100,000 items by post a day. Skills shortages were considered, but the company was confident it was not crucial - "we are good employers, we had a good reputation in the town prior to this move, and there is a pool of skilled labour," says Mr Price.

WH Smith is another company which has expanded from a simple distribution base in the town. Having moved to Swindon in 1967, in 1985 it transferred the headquarters of its high street stores chain division.

Development has continued at the company's Greenbridge site with the break-pack operation for 500 retail outlets with 80,000 lines now controlled by the Dallas advanced computer software package for warehouse management.

Around 20,000 books are sorted from the warehouse every day. The 1,200 employees of WH Smith Retail now operate from a 40,000 sq feet office building affectionately known as the Peppermint Palace.

Swindon can boast many other well-known distributors, including Book Club Associates, Renault UK, British Telecom, BOC Stores (for Marks and Spencer), F.W. Woolworth, and Balton - now the largest bulk mail handling company in the UK, handling 10 per cent of all Britain's direct mail.

In 1984, 18,461 people were employed locally in the distribution, hotels, catering and repairs sector.

James Kelly

## Financial and business services

## Area wins its share of the big names

IT IS slightly misleading to think of Swindon of having become a regional financial services centre - many companies which have moved there have national operations. In the diaspora of insurance, banks and related companies that took place from London in the 1970s and 1980s, Swindon gained its share of big names.

Most notably, Allied Dunbar and Nationwide Anglia moved to the town and carry out national operations from there. For Allied Dunbar, Swindon is its main headquarters. Some 2,700 of its 3,500 staff work there, although there is a national force of 5,000 sales agents.

Nationwide Anglia has one of its two national administrative bases in Swindon. The other is in Northampton. In Swindon, there are some 1,500 employees in two prominent buildings. Allied, which says it is the largest unit-linked life assurance company in the country, has now spread out into six buildings.

Between them, these two companies dominate the shiny, glistening new town area of Swindon, which - apart from the shopping centre, the Civic Centre, the Wyvern Theatre and some railway cottages of Bath stone - seems like one great office block.

The reasons Allied moved most of its operation out of London from 1971 onwards, are familiar to most big financial service companies. Improved telecommunications, particularly with computer-links and facsimile machines, meant the company did not have physically to be in London where office accommodation and staffing costs were becoming increasingly expensive.

According to Mr Peter Stamp, personnel director at Allied, Swindon "certainly seemed a good idea at the time - it was within easy reach of London; and there was a building vacant, at a good price."

Another factor was that there were few other white collar employers of any size in the area at that time. Various insurance companies had already gone elsewhere and absorbed the available supply

of labour. But Swindon was an industrial town, based on engineering, with the railways as the main employer. The fact that there were then hardly any service companies meant there were few local workers familiar with office-type employment. There was also a relatively young workforce.

Allied Dunbar has expanded rapidly in recent years. In 1980, it had 1,000 employees; it has been taking on staff at the rate of 500 a year. Mr Stamp says that, so far, it has had little trouble in finding suitable staff, and it has not been hindered by skill shortages which are hitting companies in the Thames Valley, for example.

"Last year we had 1,000 people apply for jobs," he says. "Mind you, we work hard at being a good employer."

**More back-up business services have arrived to cater for the electronic and industrial concerns which have moved into the area in the past decade**

Staff turnover is low - probably about 8 per cent, he adds. Allied, aware that staff shortages could soon occur, has for the first time has introduced staggered working hours. Mr Stamp says he knows of other companies which have started to introduce what some call "twilight shifts" for women working only in the evenings.

Allied, he says, is "very happy" in Swindon. It is still possible to drive into work and have little trouble with parking, although this situation is changing.

Mr Brian Davis, the resources director at Nationwide Anglia, tells a similar story. Nationwide Anglia looked at various places apart from Northampton where half of the company was located. In 1974, there was land available at a good price, he says. "Furthermore, communications are

superb. The M4 is just outside the town. The M5 is not far away. If I need to go to London, I can arrive at the station at any time during the day and know there will be a train within a half an hour."

"Unlike some lines, this one usually runs on time, and you are in Paddington within an hour."

A significant attraction of the Swindon area is that people can live in very attractive villages outside the town and easily commute to work, he says. Staff turnover at the company is low, probably about five per cent.

Today, Swindon has not become a white collar town in the strictest sense, but it has become a regional centre in that the vital back-up business services, such as solicitors, accountants, property and employment agencies and other professional facilities have been established to cater for the many electronic, financial, and industrial concerns which have moved into the town in the past decade.

Companies can now have their advertising, marketing and public relations overseen by any one of a dozen well-established agencies in the area. The opening of the Holiday Inn, a year ago, further added to Swindon's facilities for business visitors. The Holiday Inn is located on a business park close to the M4. Like the Post House Hotel outside the town, it is crowded with businessmen during the week.

Mr Jack Mollinson, the chairman of the management consultancy group, Rede Group which has been in Swindon for ten years, feels that Swindon has achieved critical mass as a business town. "but hasn't yet developed the associated problems. When we came here ten years ago, you couldn't move in London. Reading, even then, was over-populated, and something had gone quite mad in Bristol."

"I feel the planners have done an excellent job in Swindon. It is the central part of the south, but there is still room to live and breathe."

Stewart Dalby

## Swindon



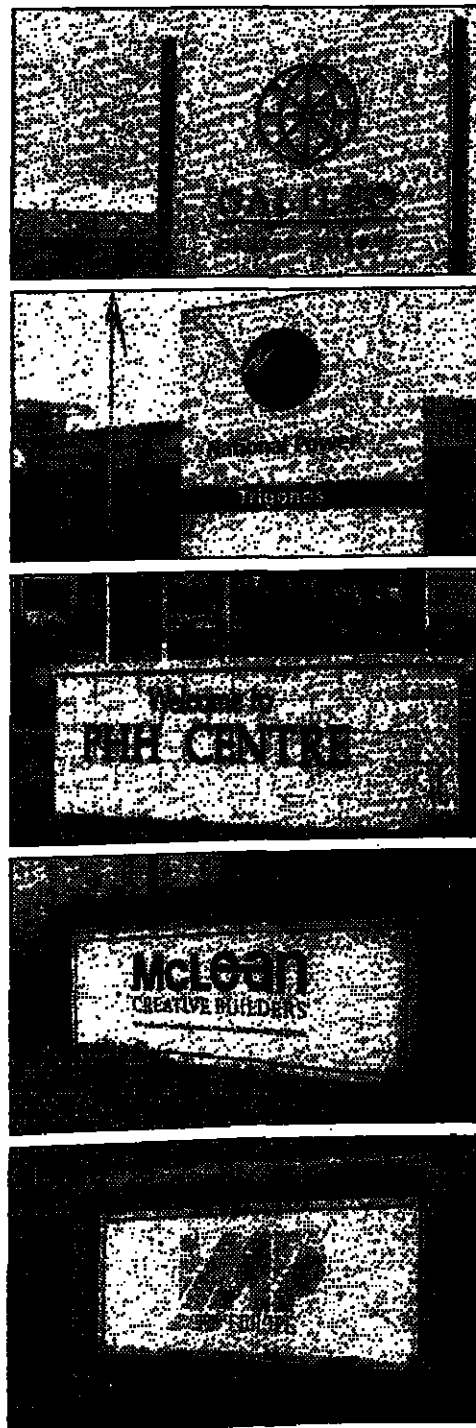
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## SWINDON 4

There is speculation over Honda's eventual output target, says John Griffiths

## New Japanese car plant begins to take shape

AS YET, it is only the beginnings of a steel skeleton. But its sheer size, even viewed from several miles away, comes as a shock to the unsuspecting motorist skirting Swindon to the north-east on the A419.

It is Honda's embryo car plant. It towers inconspicuously over a Wiltshire landscape of fields and farmland. And in just over two years' time it will begin churning out cars at a rate which - by 1994 - will have reached 100,000 cars a year.

At least, that is the official figure.

Many industry observers wonder how long it might be before Honda announces that the 100,000 is to become 200,000 a year - and even, perhaps by the late 1990s, that output is to go higher still.

Given that there is not yet even a roof structure, let alone a roof, such speculations might seem to be premature.

But Nissan's car plant at Sunderland, Tyne and Wear, began life as a 100,000 cars a year plant; it will soon move to 200,000 - and senior Nissan executives have let slip their intentions of moving the target to 400,000 a year, by the late 1990s.

Toyota, which also announced UK production plans last year, is already committed to 200,000 units a year at Burnaston near Derby and will undoubtedly, also late in the 1990s, move higher.

In short, a minimum annual output of 200,000 cars a year is emerging as the 'going rate' for new car plants and Honda will not, in the longer term, wish to be disadvantaged at Swindon by a relative lack of economy of scale.

Even at 100,000 units a year, the car plant will create directly 1,200 jobs.

That figure ignores the total already created at the engine production and vehicle preparation and test facilities which have sprouted on the 360-acre site over the past few years, and which are the result of Honda's ever-closer collaboration with Rover.

It also takes no account of jobs created, and likely to be created, as a result of component suppliers being attracted to the area.

Yet perhaps more important



A press at the giant Rover Group steel pressings and tool-making plant at nearby Stratton St Margaret. Rover simply cannot keep pace with demand for the Rover 200 and Rover 400 models it launched earlier this year, and will soon start producing them on a non-stop, three-shift basis. The body pressings all come from Stratton.

than the immediate jobs - for Swindon is suffering a skills shortage, not from unemployment - the plant is becoming a symbol of permanence in terms of the motor industry's presence in the area.

Two years ago, those who live and work in Swindon had reasonable cause to wonder just how secure were the area's motor-related jobs.

It was an important question. Even though Swindon has been spectacularly successful in diversifying its local economy away from the railway engineering activities which were once its sole mainstay - and, when they collapsed, almost its downfall - the biggest single employer remained the giant Rover Group steel pressings and tool-making plant at nearby Stratton St Margaret.

In the spring of 1988, there

came an announcement by Jaguar that it was switching, over a three-year period, the contract to build its car bodies from Stratton to a joint venture with GKN at Telford. That meant Stratton losing the production of 50,000 large and complex car bodies a year.

The future of Rover itself was even more uncertain than usual. Market share was still slipping. British Aerospace had announced its plans to take over Rover, but BAE's precise intentions towards the then-deeply troubled car maker were unknown.

Did BAE seriously intend to stay in the risky, and highly costly, motors business for the long term - or would it at some point seek to pass it on to someone else?

Since Honda had previously indicated that it was not inter-

ested in a stake in Rover, might the collaboration between the two simply fizzle out once current obligations had been met?

Would Rover - and the demand for Swindon's tools and pressings - then start to wither?

And would Honda then simply wander off to look for partners elsewhere, perhaps on the Continent?

The situation now has been transformed.

The fortunes of Honda and Rover in the UK now look inextricably linked. At the start of this year, an agreement was signed under which Rover is to take a 20 per cent stake in Honda of the UK Manufacturing (HUM), and HUM a 20 per cent stake in Rover.

Rover simply cannot keep pace with demand for the Rover 200 and Rover 400 models it launched earlier this year, and will soon start producing them on a non-stop, three-shift basis.

One of the models, built at Longbridge, is a version built for Honda and carrying the badge of the Honda Concerto.

The body pressings all come from Stratton, as will further variants of the 200 and 400 range still to come, including coupe models, and the rest of Rover's range.

Not least, it is the Stratton plant which will provide the bodies for the as-yet unnamed upper-medium sized cars which will emerge from the new Honda plant, and which will be badged as both Hondas and Rovers.

To meet Longbridge's engine needs and the planned car output from Swindon, Honda's engine plant output will be slowly cranked up from an output of 70,000 to 200,000 units a year. The Swindon site already employs more than 300.

Rover's hopes of two years ago that it would be able to compensate for the loss of the Jaguar deal by expanded output for itself and Rover - it also makes some pressings for Saab and Renault - appear to have been fulfilled. The Stratton plant currently employs 3,200.

While not necessarily a guarantee of jobs, Rover's own commitment to Stratton also appears to be very much for the long term.

Currently it is investing £35m in automatic transfer presses to make body panels, and claims that other tool-making facilities installed over the past two years are among the most advanced in the world.

The extent to which the presence of the Honda car plant will attract component makers, including the Japanese, to the area remains unclear.

So far there is little evidence of any large-scale influx.

However, while Mr Shojo Miyake, HUM's managing

director, insists that Honda will achieve at least 60 per cent European content within 18 months of start-up, he also indicates that part of that achievement will require European component makers to enter "technical assistance agreements" with Honda's Japanese suppliers if Honda's own quality standards are to be met.

The likelihood must be that, as a result, some of Honda's suppliers at least will follow it into the UK in pursuit

of the £500m-£600m that Honda expects to spend on components each year.

Until last month, it looked as if Swindon would soon become the UK headquarters of yet another car company, the wholly-owned UK sales subsidiary of BMW.

BMW(GB) had announced more than 18 months ago a scheme to build a new, £30m headquarters on a 52-acre site at Spilsborough Field, adjoining the M4 at Junction 17 on Swindon's outskirts.

Last month, it said it would not be proceeding after all, because its West German parent was restructuring all its distribution activities across Europe.

It is an ironic measure of the disappearance of Swindon's unemployment problems that the £30m project, with its associated 400 jobs, would have been well under way by now - had BMW not had to fight an 18-month battle against the local authority's refusal of planning permission.



Osale Ardiles, manager of Swindon Town: big achievements this season

## Club mirrors town's success

THE THREE faces of Osale Ardiles, above, which mirror Swindon Town's flamboyant season on the field, culminating in next week's first Wembley final in two decades, contrast starkly with the problems that Swindon has experienced off the field in the six months.

Honest, intelligent, and creative; his style appears to complement Swindon's rise from Third Division obscurity to the brink of First Division success.

At least the club appears to mirror the town's own success and provide businesses and business sponsorship with a fitting vehicle for a boom town.

But off the field, Ardiles' former training as a lawyer in Argentina must give him a peculiar insight into the ructions which have beset the club in a series of unexpected developments.

First the Football Association found the former manager Lou Macari and

former chairman Brian Hillier guilty of betting against their own club to lose an FA Cup tie with Newcastle United.

Then, halfway through a Football League inquiry into alleged tax problems, charges were laid against Macari, Hillier, and former club accountant Vince Farrar.

While Swindon aims to enter the top flight of English football, there is a real chance the club might face penalties from the league, including possible demotion.

For Ardiles, the developments off-the-field could tarnish a real sporting achievement on it; and obscure a sporting vision of Swindon Town as the ideal symbol of a town seeking to become a city. It is a measure of the affection in which he is held in the town that my taxi driver en route to the County Ground assured me that if Swindon Town were promoted, "then Argentina could keep the Falklands."

formally, Osvaldo) Ardiles, a surprisingly stocky and tough 37-year-old, has no illusions about the reasons for his popularity - "It is because we are winning," he says.

While the boardroom deals with its own problems, upstairs, Ardiles' vision is of a Swindon Town which caters properly for its supporters and provides leadership for the community.

"The football club in this country is a focal point for the community - far more so than on the continent." And he relishes the local involvement in the club which was more diffused than at his last - the mighty Tottenham Hotspur.

Ardiles freely quotes the familiar phrase about Swindon being the fastest-growing town in Europe - "we want to be part of that bubble." He lives locally, at Marlborough, across the Downs, dividing his time

between there and the family home in Hertfordshire.

But he freely acknowledges that both the club and the town sometimes fall down on providing services - "we have had no problems with hoodlums this season, but we have failed as a club to give the supporters all the facilities they need," he says.

Asked about the off-field problems, he becomes understandably reticent - "of course, it has been difficult - very difficult. But it has been a good season on the field."

And with at least two big pay days coming for the club in the play-offs for the First Division, and the Wembley final, the coffers should be in a healthy condition. Couple to that an average home crowd of around 9,500 and the club appears to represent a sound business searching for the opportunity to blossom.

James Kelly



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## Residential property market

## Cautious optimism

WHEN the biggest private housebuilding scheme in Europe finally gets underway, it will add to Swindon a development the size of Salisbury. But approval for the 10,000-house scheme has been long awaited and now granted, the state of the residential property market does not look as healthy as it did eight years ago when private developers bought the site.

Work on the development will start this spring and is due to be completed by 2005, a straight-forward enough future that conceals an agonised history of confrontations between developers and the local planning authorities.

Until recently, the Haydon Sector housing scheme was just one of the logjam of planning decisions relating to Swindon, gathering dust at the Department of the Environment.

The 1,000-acre site to the north of Swindon had always been designated an expansion area, and one that was likely to be developed by the private sector following rate-capping of the council which put an end to large-scale council house projects in the early eighties.

The land was bought by Crest Homes eight years ago. Crest then assembled a consortium of developers which became known as the Haydon Development Group - Crest Homes, Edwin H. Bradley and Sons, Wimpey Homes Holdings, Frowling Projects, McLean Homes South West, and Costain Homes.

The consortium put in a planning application for 10,000 new houses, but at every turn their proposals were opposed by the local council which was worried by the pace at which the plan was perceived to be travelling.

Local councillors and planners felt that Swindon was reaching the limits of reasonable expansion and that if growth were to continue at the rate of the seventies and early eighties then serious problems would emerge. In particular, the council was worried that Swindon would not have the infrastructure necessary to support the massive Haydon development.

Council reservations grew when the rate of development from 1988 turned out to be faster than anyone had imagined. According to Mr Jim D'Avella, prospective Labour Party parliamentary candidate for Swindon, the Government has not listened to appeals for infrastructure. When the council did spend money on roads and amenities, he said it was penalised by rate-capping.

This year Swindon, which set a poll tax lower than the national average, will not be capped but its ability to spend will be limited by new rules on local government spending. With each side's battle-lines clearly drawn, the Haydon saga took a somewhat ironic twist towards the end of last year. The project was nearing a start following a request from the DoE for the borough council and the consortium to reach agreement on funding of roads and infrastructure.

The council was still putting up objections when the Department of Transport announced its plans for the route of the Blunsdon bypass last November. The road was to pass through a piece of industrial land, adjacent to the Haydon



Older houses in Swindon: the housing market has suffered in line with the national slump, although the attractiveness of the wider local area also means that it has been somewhat cushioned from the effects of the downturn.

development site that was owned by the council.

The council was worried that the revenue it would receive for the land would be less than originally envisaged as it had not yet received planning permission as employment land. It therefore designated the site as development land and its value soared.

However, by this time the house-building market had slowed down considerably from the heady levels of 1988 when houses were being completed at a rate of five a day in

**A cut in interest rates is all that is needed to spark off house-building once again, say the town's estate agents**

Swindon. Developers, faced with a very depressed housing market, now saw less urgency in the project.

The scheme will now be going ahead under a package negotiated between the council and the developers which includes some infrastructure work for the developers. There will be one secondary school, seven primary schools and three village centres, each with local shops, community facilities and a health centre of GP's surgery.

The developers backing the Haydon project, are not alone in taking a less-than-excited view of the residential property market in Swindon. While commercial and industrial projects continue to fly ahead, the housing market in Swindon has suffered in line with the

A BATTLE is on in Swindon between the expansionists and the non-expansionists - a battle which is set to intensify as land for development in Europe's allegedly fastest-growing town becomes ever more precious.

Tensions between the Labour-controlled borough council, private developers and central government are likely to intensify as development - until now, council-led - is increasingly taken over by private developers.

The situation is exacerbated by Swindon's peculiar history which gave rise to an unusual situation. In the 1950s, Thamesdown Borough Council bought up much of Swindon's surplus

**Space pressures on fringe development areas are intensifying, says EMMA TUCKER**

rounding land with the intention of diversifying industries away from the railways so that when changes occurred in the economy, the town would not suffer the full consequences. At the time, the land was relatively cheap and, aided by resources from the London County Council, as an over-land area, the council was able to undertake significant development.

That land is now running out - "if you add another 50,000 people," say the politicians, "the town will jam-up."

Mr Chris Firth, a development analyst for the council, says that in the last decade the local authority, as a major land-owner, was instrumental in encouraging development. But the pressures are now beginning to be felt on the fringes of the development areas where the council is not necessarily a land owner.

There is a genuine fear among local people that the town is "gumming up" and will become over-loaded like some of the other successful towns round here," he says. Where once there was consensus on growth, with the council endorsing the expansion of Swindon, the arguments are becoming increasingly political as local opinion seers away from that of the developers and the Government.

So far, however, it would seem that much of the expansionist, non-expansionist debate has been largely academic. The Government's treatment of Swindon would suggest that it has unofficially designated the town as an expansion area. A recent report in Swindon Business News said it was rumoured that Mr Chris Patten, Secretary of State for the Environment, was likely to take an expansionist view of the Thamesdown area.

Certainly the majority of recent appeals have found in favour of the developers. North Wiltshire Council fought against BMW's plans to build a new UK headquarters on a 92-acre green field site slightly outside the borough council's borders. When BMW went to appeal, Mr Patten found in their favour. BMW eventually decided not to go ahead with the project, thus abandoning an unconditional development site worth between £30-£40m which is regarded as the best in the south of England.

An option on the land is held

by Laing, the construction company but it is also understood that St Martin's Property, developers of an adjacent site, the Windmill Hill Business Park, has also expressed an interest. Mr Patten's decision on the site has raised hopes for a number of other appeals currently being considered by the DoE such as an appeal by Coats Water to build another office park.

There is very little that the council can do to prevent these and other appeals. Unlike before, they do not own the land and are discovering that by refusing planning permission the companies are simply taking them to appeal, which costs them sums it cannot easily afford.

However, the council does own the Granville site in the centre of town, where Norwich Union was granted permission to develop a retail scheme which was to include refurbishment of the council's Brunel Plaza and Arcade at a cost of £120m.

The council and Norwich Union fell out over the development and Norwich Union withdrew at the end of last year. Their decision came as a blow to the council's plans to bring Swindon's retailing sector up to a better standard.

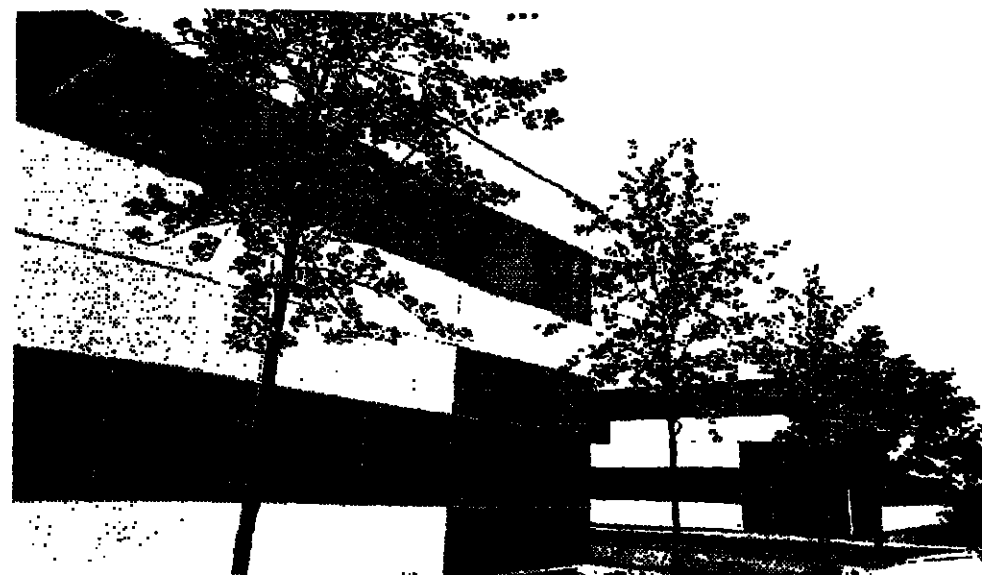
"Swindon can't be a city like Bath," says Ms Sue Wright of estate agents J.P. Sturge. "But people would come here if they thought there was enough choice, especially since Swindon doesn't suffer from the parking problems of Bath and some of the other regional shopping centres."

One scheme under way is Tarmac's mixed development of a 140-acre former British Rail engineering works. The development will include homes, offices, industrial, retail, leisure and entertainment facilities. Brunel's railway buildings will be preserved under the conditions of a 50-acre conservation area. Work has already begun on the parking problems of Bath and some of the other regional shopping centres."

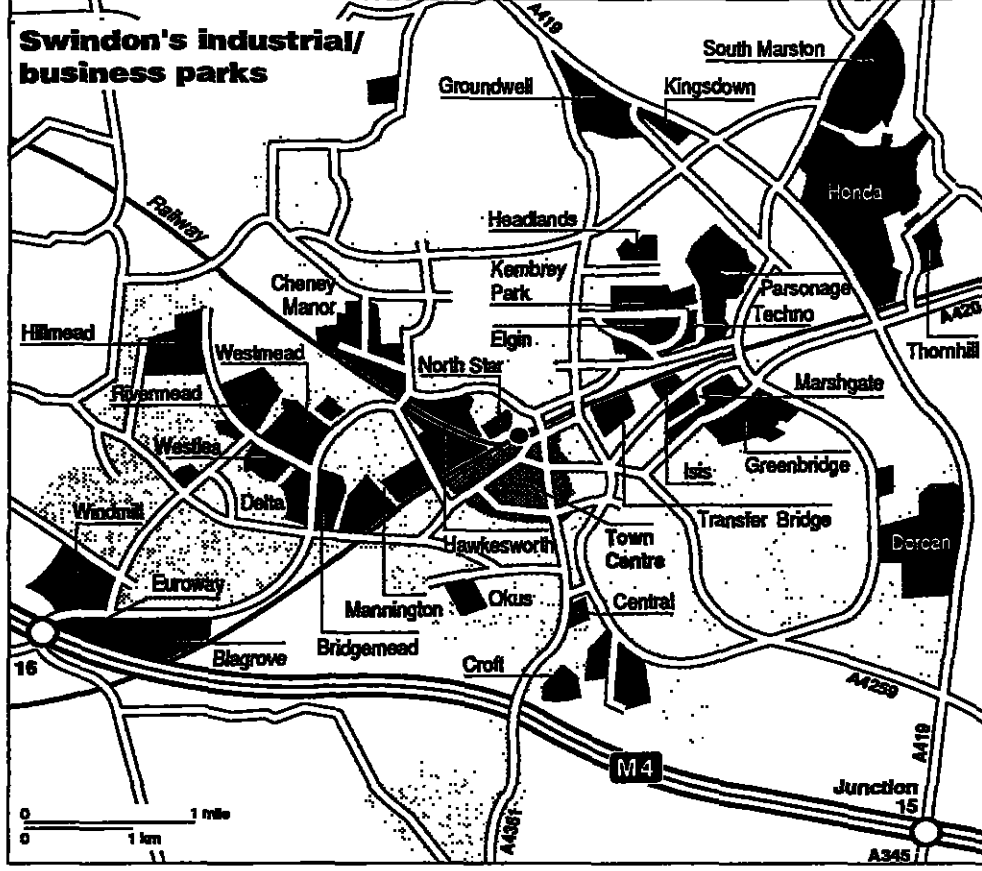
On a smaller scale, Sun Alliance is expecting to get a decision from the council on its plans to refurbish and redevelop the Parade Shopping Centre which should be on-site by the spring of 1991.

## Tensions in the commercial property sector

## Expansion debate hots up



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## SWINDON 6

Growing role for Great Western Enterprise

## Catalyst for business expansion

GREAT Western Enterprise would be largely indistinguishable from the more than 300 other local enterprise agencies (LEAs) or trusts throughout Britain, were it not for what its director, Mr Norman Hayes, calls its "dowry".

When British Rail Engineering Limited (BREL) finally closed its workshops in Swindon in March 1986, some 1,300 were thrown on to job market. Later that year, a further 800 were made redundant.

Swindon Development Agency was set up with £1.25m of British Rail money. Mr Hayes might kindly call the cash a dowry, but others have referred to it as "conscience money".

It would be difficult to exaggerate the importance the railways had been for Swindon. BR was overwhelmingly the largest employer. Once, the workshops and related activities employed 14,000.

When the last closures came in 1986, male unemployment had been some 3 per cent below the figure for Britain as a whole. With the job losses, Swindon's male unemployment shot up to nearly 15 per cent, on a par with the national average.

However, as Swindon has

## Population structure (%)

Age group	1971	1981	1983
0-4	8.9	6.5	6.4
5-9	9.7	7.1	6.2
10-14	8.7	6.2	7.3
15-24	14.4	17.2	16.8
25-44	25.7	27.2	28.3
45-64	21.8	21.9	23.0
65-74	7.0	7.3	7.5
75+	3.8	4.7	4.6

"Census figures; \*\*\*headcount survey" by Wiltshire County Council and Thamesdown Borough Council, which identified the total population at 157,200 in 1983. By 1991, an estimated 175,200 people will be living in Thamesdown, rising to 181,400 by 1996. Swindon is the urban, economic and residential centre of Thamesdown and the largest town in Wiltshire.

grown dramatically in the past few years, the jobless figure has tumbled. Unemployment, male and female, is down to 3 per cent, although male joblessness is thought to be higher than female. This could change as Honda finds the 1,300 employees it is looking for at its new car plant.

It is as well to be clear on the role the Agency has played in this growth in jobs. There is a common misconception that Swindon's well-charted expansion of recent years was the result of a government body like the Scottish Development

Agency or the Welsh Development Agency throwing large sums of money at companies in the form of grants and other financial incentives to get them to relocate to Swindon.

But the Thamesdown Borough Council and the Wiltshire County Council, have never been in a position to offer financial help to companies. The large number of concerns, in financial services and in electronics, which have relocated to or expanded in Swindon have done so because of the good communications, the relative cheapness of land and the availability of skilled labour.

The Swindon Development Agency was a more limited venture, aimed specifically at mopping up the railway job losses.

Nevertheless, together with the Swindon Enterprise Trust which has been in existence since 1982, the agency has played an important part in creating new jobs, particularly through the encouragement of small and new businesses. The two agencies were merged and for the over the past year have operated as the Great Western Enterprise.

Mr Hayes reckons they have helped more than 1,000 compa-

nies, either through start-ups or expansions. Certainly the agency has been responsible for the creation of more than 1,000 jobs.

The legacy of the British Rail dowry is that GWE is funded 90 per cent by the private sector. Other agencies are funded 40 per cent by the private sector, 35 per cent by the government and 24 per cent by

## The range of companies in which the GWE is involved is very wide, reports STEWART DALBY

local government. The Thamesdown Borough Council, the trade unions and the Wiltshire County Council all have an involvement in the GWE, but proportionately not so great a role as the private sector.

Most of the big-name companies in Swindon have been involved with the GWE at one stage or another, including Allied Dunbar and Tarmac. Now, of the income expected for 1990 of £763,000, some £619,000 will come from property rentals.

Business premises is one of the four areas of activity in

which the GWE is currently engaged. This started when Allied Dunbar, which owned the old fire station, agreed to help the Enterprise convert it into workspaces for a limited period. Now GWE has over 110 small, light industrial units available on easy-in, easy-out terms in five locations throughout Swindon. It also has 90 fully-serviced office suites for small businesses, and conference and meeting rooms at the Great Western Business Centre and Shaftesbury Centre.

The great advantage which the units offer to small businesses, according to Mr Hayes, is the flexibility in renting. Businesses either starting up or expanding do not often want to be tied up with long leases if they do not know what their future holds. The GWE offers accommodation which companies can give up very quickly and easily if they outgrow them.

The property side ties in with a second area of activity: business finance. The GWE arranges and monitors various forms of finance. There are unsecured loans of up to £5,000 for manufacturing concerns. There are loan guarantees, up to £25,000 from the BP Wil-



Jamie Robertson and Keith Duesberry of the Economic Development Unit, Swindon.

shire loan guarantee fund. Finally there are equity investments. They can range up to £50,000 from the Thamesdown Borough Council/GWE Swindon Development Capital Fund.

In all, there is some £300,000 for these various forms of lending. It is important that small growing companies have access to funds, Mr Hayes says. "While a well-established

company will have few problems borrowing £250,000, a small little-known group can have a devil of a job raising £50,000. The GWE usually has someone seconded from one of the clearing banks working in its head office. At the moment, there is a representative from the Midland. Before, there was a seconded from Barclays.

The range of companies which the GWE involves itself in is very wide. It covers car valeting services, sandwich rounds, nursery creches, antiques restoration, electrical contractors, health and fitness clinics and so on. The third area of GWE's activities is advice and information. This covers everything from helping start-up companies draw up a business plan, to individual book-keeping clinics for businesses in their first year of trading, to weekly

free legal and accountancy clinics to a one stop information centre. The GWE also has "an enterprise bus," visiting rural areas.

The fourth area is business training. As skill shortages start to occur in Swindon, as elsewhere, this is of growing importance. At the moment the GWE runs weekly "enterprise awareness days."

There are also monthly evening courses on all aspects of training, plus "Be your own boss evenings." The GWE, in conjunction with the TBC, is looking at programmes for attracting women back to work outside the home - and that involves creche facilities and so on. There are also projects for other groups such as the disabled, and the young. The GWE is thus firing on all cylinders and will continue to be an important catalyst in Swindon's business growth.

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## Profile from the information technology sector: Datatrak

## A new breed of company

DATATRACK is a good example of the new breed of information technology companies which are sprouting up in Swindon.

It calls itself the vehicle location system and it is easy to think of it as a company supplying tachographs, the tachometers or so-called "spies in the cab" which are used especially to record the speed and distance covered by heavy goods vehicles.

However, Datatrak sells a new - if not unique - tracking system which can pinpoint with great accuracy the locations of vehicles which carry its little electronic boxes.

The system has grown out of marine navigational systems and avionics used in aircraft, and has been developed at a cost of £13m over the past five years by Securicor and George Wimpey. Datatrak is now a wholly-owned subsidiary of Securicor.

The system has a number of stations throughout Britain that transmit continuous long-wave radio signals which are picked up by a micro-receiver in the vehicle.

The signals are relayed from the vehicle to one of more 80 listening stations operating on UHF and linked to a computer network.

The computers rapidly unscramble the data, pinpointing the position, speed and direction of the vehicle.

This information is sent through a normal telephone line to the owners of the vehicle, who monitor its progress on a screen.

The screen shows a 1:50,000 scale Ordnance Survey map of Britain which can focus on any point to show even the smallest roads.

The position of the vehicle is shown as a small light. If the



Dr Roger Harris, managing director of Datatrak.

vehicle veers from its intended route, these watching can tell immediately from his screen.

While the commercial traveller or goods-lorry driver might find it irksome to be tracked if he spends too long in the public house, lingers over lunch or nips off to the golf course in the afternoon, the value to what Datatrak calls "irregular travellers" such as police cars, ambulances or breakdown systems, can readily be imagined.

Knowing exactly where a fleet of vehicles is at any given time, 24 hours a day, seven days a week, can result in savings in both time and money.

There is also greater security and the system has been taken up by operators with high value loads, jewellery, wages and so on. This inevitably includes Securicor, the parent.

The system has been in operation for around a year. There was a pilot scheme in the south-east for a while, then it was extended to the Midlands.

Later this year the lowlands of Scotland will be included. Datatrak does not think it will be covering Wales, Cornwall or the north of Scotland.

Not so long ago, the company achieved publicity when the system was used to apprehend hijackers. A lorry containing 3.7m cigarettes, worth £300,000, was stolen - the vehicle had been stopped on a slip road, off the A-40, near Northolt. It was then driven across north London, with the hijackers unaware there was a tracking device in the cab.

The police were informed; they, in turn, sent up a helicopter, and the lorry driver was swiftly arrested in Dagenham, 40 miles from the scene of the crime.

Dr Roger Harris, the managing director of Datatrak, makes the point that for service organisations, such as the police or vehicle-rescue facilities, the value of the system is obvious.

However, Datatrak's customers include some not usually associated with tracking systems. One of these customers is a water bus company.

For regular users, such as heavy goods vehicle fleets delivering to supermarkets and shops, the system can mean substantial savings.

He claims that Britain has

introduced a just-in-time delivery system to supermarkets and chain stores which is the envy of Europe.

Some chains offer a delivery opportunity of only 10 minutes which, if missed, means the vehicle has to go away and come back later. If a fleet of vehicles is furnished with the tracking system, it could result in considerable savings.

In its marketing, Datatrak attempts to show that the cost of the system - between £20 to £30 per vehicle - can be more than made good by knowing exactly where the fleet is at any given time.

Datatrak already has around 600 customers. Dr Harris says he doesn't expect sales "just to go through," but hopes for a steady build-up - "there are 3.7m heavy goods vehicles in the area which we cover. There are also some 900,000 cars-phones in operation."

The company, he feels, can reasonably anticipate a few thousand users.

The reason that Datatrak is based in Swindon is that George Wimpey and Securicor were already located there when product-development began, five years ago. The company now employs 75 people in its Swindon plant, with 60 others "out in the field."

Dr Harris does not expect the company to move from Swindon - although he has reviewed other areas, he explains that when you take into account the problems of relocating, buying and selling housing and so on, "there is nothing much better."

Costs in Swindon are still lower than Reading to the east and Bristol to the west. Swindon is not yet as congested as either of these towns.

Unlike electronics companies in the Thames Valley, for example, Datatrak has no problems finding the staff it needs, be these scientists, technicians or clerical workers.

But Dr Harris concedes this situation could change as more information technology companies, such as Galileo, the company which runs computerised reservations for European airlines, are attracted to the area.

He feels, however, that there are benefits in being part of a business-related culture - "it helps to know that my neighbour is involved in information technology."

"There are also all kinds of spin-off in sub-contracting and related services if there is a number of companies," he says.

Stewart Dalby

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## ACCOUNTANCY COLUMN

## Transatlantic lesson on complex capital issues

By David Waller in London and Pratap Chatterjee in New York

THE UK's Accounting Standards Committee has never tackled the question of how to account for complex capital issues. Its successor, the Accounting Standards Board, probably ought to. The instruments used by companies to raise funds have grown in number and in complexity over recent years, and a guide to how to account for such instruments is sorely lacking.

As explained in the recently published review of Financial Reporting in 1989-90, the turning point was the October 1987 stock market crash, after which investors lost their appetite for shares. Unable to issue equity, companies had to find more ingenious ways to finance their expansion plans, and they did so very successfully with the help of the "rocket scientist" community in the City of London.

Deep-discounted bonds, "synthetic convertibles," convertible loan stock with premium puts, CATS, TIGRS, and flip-flop notes - all may appear incomprehensible to the humble auditor and to those who make use of audited figures. Such instruments are driven by tax and accounting considerations, and it is often difficult to tell whether they ought to be dealt with as equity or debt or a mixture of the two.

While accountants do not have the job of assessing the risks in these instruments,

they do have to sign their names to the basic information that appears in financial statements about the instruments so that readers are aware of the liabilities. In the UK, they are given guidance only by a technical release put out by the Institute of Chartered Accountants in England & Wales (ICAEW) in November 1987.

The ASB will undoubtedly tackle the issue, and it will be unable to do so without looking across the Atlantic to

**The ASB will undoubtedly tackle the issue. It will be unable to do so without looking across the Atlantic to see what the FASB has been up to**

see what the Financial Accounting Standards Board (FASB) has been up to in this area. FASB is engaged in a long-term project the aim of which is to classify complex financial instruments and provide ground rules for their measurement.

The first part of FASB's project emerged in March this year, when it issued its Statement 105, which companies

will have to comply with for fiscal years ending June 15 1990 and thereafter.

Statement 105 will require companies to disclose the face, contract or notional principal amount of the instruments they hold; the amount recognised in the balance sheet; the nature and terms of the instrument; a discussion of the risks they are exposed to and the accounting policies related to each; the loss sustained if the counterparty to the contract fails to fulfil obligations; and the company policy for requiring collateral or other securities against default.

An exposure document for the second part of the project, due out by the end of the year, will explain how such instruments should be recognised and measured - that is, what financial impact they will have on a company's balance sheet and profit-and-loss account. FASB is still deliberating on that part of the project, but Mr David Mosso, assistant director of research and technical activities, explains that FASB wants to categorise the risk that the instruments pose into three broad areas - market, credit and liquidity risk.

The methodology followed by the US body will undoubtedly be of interest to Prof David Tweedie, chairman of the UK's ASB. According to Mr Mosso, FASB's early analysis then identified six "building

blocks" that make up all financial instruments, and instruments are considered to be mass-produced using all or some of these blocks.

The six blocks include contracts to:

- Pay or exchange when specified (unconditional obligations such as receivables);
- Pay or exchange when an uncontrollable event occurs (conditional obligations such as an interest-rate cap);
- Pay or exchange if and when the controlling owners agree (equity instruments).

The other three are forward contracts, options and guarantees that are special cases of the first three "blocks."

Mr Mosso believes that, grouped that way, many instruments become a lot simpler to understand. He gives examples of conditional obligations - swaps, caps, loan commitments, credit insurance and standby letters of credit.

He says: "It takes some probing to discover that they are the same thing: insurance contracts. They all come down to providing insurance against one or more of the three financial instrument risks."

"insurance settlement". An example might be a fixed-price put option where the purchaser or the "insured" gets the difference between the price of the instrument agreed upon in the contract and the market price when it is sold.

For example, if a purchaser has an option to buy an instrument at \$100 at a date when the market value is \$110, the profit would be \$10 if it were sold at that price. Under conventional accounting, the purchase would be recorded as either \$100 or as an asset worth

**Many UK accountants are horrified at the idea of finding themselves subject to US-style standards. They claim they are inflexible and rule-bound**

\$110. But under the new system the economic compensation, that is, the profit of \$10, would be more important than the actual transaction.

It gets more complicated as the instruments insure against more than one type of risk. For example, a fixed-rate loan commitment insures both liquidity risk and price risk. Other instruments such as forward

contracts obscure the notion of "insurance" because the issuer and the holder can be insurers and insured depending on how the price of the object of the contract changes.

In that case FASB will expect the accountant to separate the transaction into two - one for each direction of price change.

At the same time, Mr Mosso says that the approach to understanding the risks of an entity that owns a number of financial instruments, often concentrates on the wrong thing. In this case accountants pay too much attention to the detail of each individual instrument.

"An entity's sensitivity to credit and market risk tends to decrease with diversification and increase with concentration," he said. "Its liquidity risk goes beyond the financial instruments in existence at any point in time and looks to unmet obligations of its ability to raise cash."

How the US proposals will work in practice remains to be seen, but Prof Tweedie might do well to hop on a plane and talk to Mr Mosso at FASB. Many UK accountants are horrified at the idea of finding themselves subject to US-style standards. They claim they are inflexible and rule-bound.

Here is one instance where the UK profession could definitely learn from the US.

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Travelling for up to 30% of the time, the Financial Controller will consolidate and review the activities of the division's operating companies in Europe. Responsible for the affairs of a number of the companies, he or she will guide the local financial teams, providing assistance in budgets and plans and systems development. The companies range from 'start-ups' to substantial well-established organisations and the tasks will provide the Controller with a broad range of exposure and experience. There are excellent promotion prospects.

In their late 20s, applicants should be graduate qualified accountants with at least 2 years commercial experience and good pc skills. Any language ability would be useful.

Please write, enclosing a career/salary history and daytime telephone number, to David Hogg FCA quoting reference H/925/F.

## THE SOUTHAMPTON CAREER FAIR

The Guildhall, Southampton Thursday 31st May 4.30pm-9.00pm

Considering your next career move, or keen to know more about current market activity? This is your opportunity to meet members of the business community who will be represented at the Career Fair. For more details call Katy Walker on (0703) 636111.

## FINANCIAL CONTROLLER

Hampshire

c£33,000 plus Car

Our client is one of Britain's leading providers of family health care cash plans. With a current turnover of £40 million pa the Association is committed to a dynamic membership growth programme in the 1990's. They now seek a well qualified Financial Controller to join the Chief Executive's senior management team.

Reporting to the Head of Finance, the successful candidate will be responsible for management information and financial control procedures, the internal audit function and the development of new business systems in co-operation with the Data Processing Manager.

Applicants should be qualified accountants with a broad range of business experience who can demonstrate excellent management and communication skills, computer numeracy and the ability to relate to a broad range of financial management issues. Age is not so relevant as attitude and experience.

The successful candidate can expect an attractive remuneration package including company car, bonus, contributory pension and life assurance.

Interested applicants should send a comprehensive curriculum vitae including details of current remuneration and a daytime telephone number, quoting ref. 0125, to: Andrew G Sales FCA.

Kidsons Impey Search & Selection Ltd, 29 Pall Mall  
London SW1Y 5LP Tel: 071-321 0336 Fax: 071-976 1116

KIDSONS IMPEY

## OPERATIONS/FINANCE DIRECTOR

### Major Eurobond Broker

Our Client, a key participant in the Eurobond market, has an assured market share and ambitious plans to capitalise on a range of significant market opportunities. To support this phase an Operations/Finance Director is sought.

Taking day-to-day responsibility for activities outside of the trading room, the role embraces day-to-day control of accounting, personnel, TSA liaison, and settlements areas and has a strong general management/operations bias. The position reports directly to the Chief Executive.

Key skill areas, in order of importance, are: general management experience and ability to deal with broking, finance and settlements personnel; excellent knowledge of the Eurobond market and its products; and technical competence in accounting, settlements, and TSA compliance areas.

Candidates will possess strength of character, developed management skills and recent Eurobond experience. An accounting qualification would be advantageous but is not essential; numeracy and computer literacy are mandatory, as is the ability to handle a wide variety of staff in a fast moving environment.

Please apply directly to Greg Ripley at Robert Half, Freeport, Walter House, Bedford Street, 418 The Strand, London WC2R 0BR. Telephone: 071-836 3545, or evenings on 071-485 1356. Alternatively, fax your details on 071-836 4942.

Financial Recruitment Specialists  
London • Birmingham • Windsor • Manchester • Bristol • Leeds • Southampton  
Brussels • USA • Canada

## Can you manage resources successfully? JOINT MONITORING UNIT DEPUTY HEAD

London Bridge

c.£40K + car

The Unit's task, on behalf of the three Institutes of Chartered Accountants, is to monitor firms authorised to conduct Investment Business. This task is being expanded to the monitoring of firms of registered auditors.

Under the Unit's Head, Mr J B Holden FCA, its mission has been extended from its primary regulatory duty to one of providing positive, constructive and professional support to those that it monitors. There are currently 20 professionally qualified inspection staff working in home-based regional teams.

This new post is in response to the evolving need for greater focus in organising the Unit's human, financial, equipment and material resources in the context of the expanded scope of its work. The role includes accountability for operational planning and control, quality of monitoring and the continued development and motivation of staff.

If you:

- are professionally qualified
- are interested in the standards of your profession
- have general management experience
- are a good communicator
- can motivate fellow professionals
- wish to contribute to a successful team

then please send your CV and persuade the JMU's advising consultants that you are right for us:  
Barry Drinkwater Consulting Partners, 46-47 Pall Mall, London SW1Y 5JG.  
For the attention of Paul Fearnham FCA.

### Leisure Throughout Europe

## FINANCIAL CONTROLLER

Our client, established in Europe 2 years ago following widespread success in the US during the 1980's, now services 24 countries and is continuing to grow and develop rapidly. The nature of the business and the entrepreneurial spirit of the management team has created an environment which will be looking for a Financial Controller who will have a fast-paced, dynamic and challenging role. The Financial Controller will be responsible for the effective management of the company's financial affairs, including the preparation of accounts, budgets, forecasts and the development of both staff and systems. The role will also involve the control of ad hoc tasks relating to key areas of the business.

- control of Budgets, Forecasts and Plans
- development of both Staff and Systems

responsibility of ad hoc tasks relating to key areas of the business.

The successful candidate will be looking for a fast-paced, dynamic and challenging role.

The Financial Controller will be responsible for the effective management of the company's financial affairs, including the preparation of accounts, budgets, forecasts and the development of both staff and systems.

The role will also involve the control of ad hoc tasks relating to key areas of the business.

The successful candidate will be looking for a fast-paced, dynamic and challenging role.

The Financial Controller will be responsible for the effective management of the company's financial affairs, including the preparation of accounts, budgets, forecasts and the development of both staff and systems.

The role will also involve the control of ad hoc tasks relating to key areas of the business.

- preparation of Accounts (including multi-currency accounting)
- full Management Information for the Board
- well-developed communication and interpersonal skills
- a flexible and adaptable approach.

If you feel that you can respond to the above challenge, please telephone Karen Wilson BA ACMA on 071-491 3431 or write to her at FMS, 14 Cork Street, London W1X 1PF enclosing a recent CV and a note of current salary.

25-30 years

NW1

£27-30,000

plus car

+ discretionary bonus

FMS

## BUSINESS CONTROLLER

to £33,000 + car + bonus

Our client, based in South-East England is one of the UK's outstanding providers of insurance and financial services.

The Company's Datacentre — with some 700 employees — operates effectively as a stand-alone business, with a full range of management functions including a sophisticated Finance and Planning Department.

The successful candidate will demonstrate excellent people skills, with the capacity to persuade at all levels; managing business control & costing systems and their impact on internal customers across the Company.

If you are a qualified accountant, with sound management skills and ideally some exposure to areas such as product profit analysis, this role is likely to provide a substantial challenge.

The Company has a good reputation for offering rapid career progression to those who perform well.

If you would like to discuss this position and find out more about the organisation, please telephone or write to Susie Bonham-Carter at:

PHILIP JAMES ASSOC.

17 Thame Park Road,  
Thame, Oxon, OX9 3XD.  
Tel: 0844 21 7277  
Fax: 0844 21 6419

A Zealand James Company



# AVON

## FINANCE MANAGERS

Northampton to £30,000 + Car + Bonus + Benefits

Avon Cosmetics has become a worldwide leader in direct selling, with sales of over \$3 billion through its innovative approach to sales and marketing. Its leading European subsidiary, Avon UK, is based in Northampton and has a turnover approaching some £200 million. The company has successfully added new product ranges, such as pre-school toys, fashion accessories and lingerie, to its own manufactured core products of cosmetics, fragrances and toiletries and is now poised for further development.

In order to support this exciting programme of expansion, the Finance Division is being strengthened by the appointment of high calibre Finance Managers in key areas of the business such as Sales, Marketing and Logistics. As a Finance Manager with Avon your analytical and financial skills will be utilised to the full in the decision making process. Your involvement will rest heavily on your ability to advise and persuade senior management and to assist them in meeting their commercial objectives.

In order to direct your own team effectively, you will need strong management and interpersonal skills, evident leadership qualities and a clear perspective on your own ambitions and career objectives. Success as a Finance Manager will inevitably lead to a more senior position in Avon which may be either in the UK or overseas, within finance or in a more general management role.

You should be a qualified accountant, mid 20's-early 30's, preferably a graduate, with an impressive track record in financial planning analysis or control and be able to display considerable commercial acumen together with a well defined personal career plan. In return, Avon offer a competitive starting salary with an excellent benefits package to include a quality car, free pension and family BUPA, annual bonus, free life assurance and a full relocation package where appropriate.

If you feel ready to take up the challenge of a career with the world's leading direct sales company, and possess the talents, ambitions and skills needed to succeed, please contact Bill Greenwell or Sally Coggins at:

### CMP

CAREER MARKETING PARTNERSHIP  
170 EDMUND STREET, BIRMINGHAM B3 2HB • TEL: 021-233 4224.

## ILG GROUP FINANCIAL ACCOUNTANT

### Leisure Sector

West Sussex

International Leisure Group, a major force in the leisure and travel industry, has established a pre-eminent position in a highly competitive market. A sustained period of acquisition and organic growth has created an unrivalled pan-European network and the Group is ideally positioned to capitalise on the unique operational synergy of its four operating, airline and aircraft leasing businesses.

A Group Financial Accountant is now required to join a small interactive team responsible for financial planning, statutory accounting and budgeting. This high profile role involves liaison at board level and offers additional exposure to a range of ad hoc exercises, including project evaluation.

c.£28,000 + car + benefits

Applicants should be ambitious and energetic accountants with approximately one year's post-qualification experience, gained in a major accountancy firm. Commercial acumen, computer literacy and well-developed financial reporting skills are essential prerequisites.

The role demands a proactive approach and will suit a confident, assertive individual with first class communication skills and considerable initiative. Opportunities for future development and career progression within the Group are excellent.

Please write, in confidence, with full career and salary details, to Tim Knight, quoting reference I3992.



Peat Marwick Selection & Search  
70 Fleet Street, London EC4Y 1EU

Quality Consumer Product

## FINANCE EXECUTIVE

..... with strong general management bias

North Manchester  
Age 30+

To £30,000  
exec. car & benefits

Already an established household name, this manufacturer of branded consumer products enjoys a reputation which is synonymous with quality and good design. With turnover approaching £10m, the company plans to expand their domestic as well as bespoke contract operations in the UK and Europe. Continuous investment has provided a high level of technological advantage, which will underpin the next phase of expansion. To build a new strategy for the 1990's, the present executive team is to be strengthened with an experienced finance professional.

Working closely with experienced support, including DF, an early priority will be a review of existing systems and the development of more responsive management information. Involvement in planning the growth of the operation, will require sound technical skills matched by strong strategic thinking. General management responsibilities will also include financial aspects of the contracts operation, sales administration, customer services and input into stock control - all areas where you will be encouraged to contribute new ideas.

You will need to be a seasoned qualified professional, who can operate at a senior level. Your sound commercial instincts will allow you to focus on issues across the whole spectrum of executive control - providing an excellent opportunity to make your mark.

Please apply to our Manchester office where your contact is Karen Davis Ref: M389



Amethyst House, Spring Gardens  
Manchester M2 1EA. Tel: 061-834 0618  
Fax: 061-832 9123

Also at: Birmingham, Leeds, Liverpool  
Nottingham and Swindon.

A Division of ASB Barnett Parsons Plc.

## Key Finance Role in High Street Retailing SECTOR FINANCIAL CONTROLLER

Central London

Up to \$45k Plus Car

Our Client, is a major quoted Group widely regarded as being a market leader in a variety of High Street retailing sectors.

Group Finance has an integral and influential role in monitoring, evaluating and advising on Group activities and plays a key part in the management decision making process.

To further develop the strength and depth of this team the Group now wishes to appoint an individual who will take responsibility for a key business sector working closely with senior management on a variety of business issues.

As a qualified accountant, in your early 30's, you should already have combined a strong technical background with proven commercial and operational experience gained from a fast moving and dynamic business. Those candidates who have had demonstrable exposure to business planning and analysis will be at an advantage.

The role provides enormous opportunity for career development in what is an extremely attractive and dynamic group of companies either in line finance or general management at Group or operating company level.



Interested applicants should contact Charles Austin quoting Ref A581 at Mervyn Hughes International Ltd, Management Recruitment Consultants, 63 Mansell Street, London E1 8AN. Tel: 071-488 4114.

## FINANCE DIRECTOR

Biwater Supply (Holdings)

Bournemouth

Biwater Supply (Holdings) plc is a major subsidiary company of the Biwater Group of companies - a highly respected, successful international organisation with worldwide engineering and water supply operations. A Finance Director is now required to play a key role in the financial control and development of the company.

Your challenge will be to develop a broad financial strategy and design and implement an integrated financial control and management information system. Other major responsibilities will include implementing common accounting practices throughout the company to conform with the Group's policies; raising finance as and when necessary; and

ensuring maximum benefits under current tax legislation.

Aged 35-50, you must be a commercially-orientated qualified accountant (preferably FCA). Knowledge of the water industry would, of course, be an advantage.

Salary, geared to qualifications and experience, will be accompanied by a comprehensive range of benefits including performance-related bonus, car, pension, private health care, and relocation assistance where appropriate.

To apply, please send full cv to David White, Corporate Personnel Director, Biwater Limited, at the address below.



Biwater Supply (Holdings)  
Biwater Court, Station Approach, Dorking, Surrey RH4 1TF England  
Telephone (0306) 740740 Telex 859529 BWATER G Facsimile (0306) 885233  
Offices in Australia, Caribbean, France, Hong Kong, Indonesia, Iraq, Italy, Malaysia, Nigeria, Pakistan, Panama, Republic of Cameroon, Thailand, United Arab Emirates, West Germany

## UK Finance Director

West London

to £35,000 + Car

Our client is a diversified marketing services company operating in the UK and Scandinavia, with a combined turnover of c.£30 million.

Working closely with the UK Managing Director and Group Finance Director, this commercial appointment carries responsibility for leading the finance function and a strong participation in business development.

The three UK subsidiaries are located in the home counties, and the Finance Director will be expected to divide his time between head office and the operating units. Each subsidiary has an established team providing management information and key criteria for this appointment include

staff leadership and motivation, proven commercial acumen together with a solid accounting background and outgoing personality. Prospects within the group are excellent for future career development.

The successful applicant will be a qualified accountant aged 28 to 35 with demonstrable commercial skills gained in medium sized service companies.

Interested applicants should contact Diane Forrester ACA, quoting reference 502 at Michael Page Finance, Executive Division, Page House, 39-41 Parker Street, London WC2B 5LH, telephone 071-831 2000.



Michael Page Finance

International Recruitment Consultants  
London Bristol Windsor St Albans Leatherhead Birmingham Nottingham  
Manchester Leeds Newcastle-upon-Tyne Glasgow & Worldwide

## FINANCIAL CONTROLLER

Circa £45,000 package plus car

TSB Trustcard provides card-based financial services to the TSB Group. It is a member of both VISA and Eurocard/Mastercard payment systems and has in issue 3.5 million credit cards.

A senior management appointment now exists within the Company's Financial Division, based at our Head Office in Brighton. Reporting to the Finance Director, you will be responsible for controlling and developing the Company's financial accounting and planning systems, as well as taking an active part in the development of new products and services.

This is a key role which calls for an individual who possesses excellent management and interpersonal skills, coupled with a good working knowledge of financial systems. The ability to communicate with colleagues from non-financial disciplines is a pre-requisite. Candidates, in their

mid-thirties, should be qualified accountants (ACA/CACA/CIMA) who have obtained a broad-based commercial awareness within a similar fast-moving environment.

In addition to an attractive salary a valuable range of banking benefits will include:-

- \* Low cost mortgage
- \* Non-contributory pension
- \* Private medical cover
- \* Free life assurance
- \* Profit sharing
- \* Christmas bonus
- \* 30 days' annual leave
- \* Full relocation package

If you feel you possess the necessary qualities please send a full curriculum vitae (to include current remuneration) to: Christiane Stage, Personnel Manager, TSB Trustcard - Card Services, Brighton BN1 4BE or telephone (0273) 724666 ext 5208 for an application form.



## GROUP FINANCE MANAGER

NORTH LONDON c. £35K plus bonus plus car

This International Group has achieved consistent profitable growth with a turnover worldwide in excess of £100,000,000 pa. Its core business activities are contracting orientated with a dual focus on satisfying both commercial and environmental needs. 1990 is on target for another year of excellent results and the Group has well developed plans for a "full flotation" within three years.

Due to the increase in the scope of the Group's financial reporting, a Group Finance Manager is required. This role will be responsible to the Group Finance Director for all matters pertinent to production of quality financial statements throughout the Group. The position demands a combination of strategic and commercial flair allied to the technical expertise necessary to maximise growth opportunities as "full flotation" approaches. Based in London, the Group Finance Manager will be expected to undertake some overseas travel notably to the main operating units in the USA and Germany.

Candidates will be qualified accountants, ACA, ACMA, ACCA, probably aged between 25 - 35 with some experience of working within a group environment either in a functional or auditing capacity. Strong inter-personal skills will be required as the successful applicant will be expected to act on his own initiative on a variety of projects throughout the Group. To assist the candidate in his role in Europe a knowledge of German would be useful but is by no means a prerequisite. In exchange for your commitment the Group offer an excellent salary package plus the opportunity to develop as the Group itself develops.

Please submit your cv in application and in confidence to: Ref: 90/102 Adrian Wheale Consultancy, Executive Selection and Search, 31-33 Corn Street, Bristol BS1 1HT. Tel: 0272 308809





# International Tax

## Banking, City Based

Our client is a multinational banking Group headquartered in London. Its 28,000 staff manage assets of £24 billion in more than 50 countries, in many of which the group is recognised as one of the leading banks. Trade finance is still a cornerstone of the Group's activities but the services offered to customers also include all aspects of corporate and personal banking with specialist services in treasury, eurocurrency, bullion, asset management and protection, card services and merchant banking.

Due to an expanded workload our client wishes to appoint an Assistant Overseas Taxation Manager. Working with the Overseas Taxation Manager, the role will involve

## to £37,500 + Banking Bens

some travel to and regular liaison with the Group's overseas operations. Assignments will be predominantly project orientated with the ultimate aim of ensuring tax efficient business decisions worldwide.

Ideally, you will be a qualified accountant with broad based experience in international taxation. This may have been gained either in professional practice or in a commercial tax role.

For further information, contact  
Rod Bateman ACA on 071-831 2000  
(evenings/weekends on 071-724 9250)

or write to him at

Michael Page Taxation, 39-41 Parker Street, London WC2B 5LH.

**Michael Page Taxation**

International Recruitment Consultants

London Bristol Windsor St Albans Leatherhead Birmingham Nottingham  
Manchester Leeds Newcastle-upon-Tyne Glasgow & Worldwide

**Harco**

## Director of Finance

### Harlow, Essex

We have been retained by the Harlow Chemical Company, one of the country's leading manufacturers and suppliers of specialty chemicals, and a major innovator within its field. Harco has a current turnover of c£40 million, is jointly owned by Hoechst (UK) Ltd and Yule Catro & Co Plc and enjoys access to the resources of each of the parent companies. Both Harco and the Groups have an impressive recent growth record and are poised to embark on an exciting stage in their development in the UK and overseas markets. As a result of an internal promotion our client is seeking to appoint a Director of Finance who will form an integral part of the Board and Management team. Working closely with the Chief Executive the successful candidate will overview all aspects of finance, administration, reporting and control whilst maintaining a proactive involvement in managing the

### to £35k + Bonus + Car

development and commercial success of the business. In addition he or she will take full responsibility for staff training and development and will liaise closely with the parent companies in areas such as systems development.

As a qualified accountant, the successful candidate will be a Senior Financial executive able to demonstrate an impressive track record in industry. Good interpersonal skills combined with the ability and presence to build rapport with senior operational managers are essential requirements in order to make a significant contribution to the company's continued success.

For further information, please write enclosing a full C.V. to David Head, Michael Page Finance, Centurion House, 136-142 London Road, St Albans, Herts AL1 1SA.

**MP**

**Michael Page Finance**

International Recruitment Consultants

London Bristol Windsor St Albans Leatherhead Birmingham Nottingham  
Manchester Leeds Newcastle-upon-Tyne Glasgow & Worldwide

## TAX MANAGER

### Central London

Our client is one of the leading names in the exploration, production and supply of oil and gas products. As a consequence of undergoing a period of unprecedented growth and expansion there is now an immediate requirement for a highly talented individual to head up the treasury and acquisition function of this large and growing taxation department.

Reporting to the Director of Taxation your primary responsibilities will include: the provision of advice on all taxation aspects of the Group's acquisition and divestment policies; efficient tax planning in respect of the Group's Treasury Operations - both UK and worldwide and liaising with appropriate professional advisors and government bodies where relevant to the above activities.

The successful candidate will be a graduate qualified accountant with a minimum of seven years corporation tax experience gained within either a professional or commercial environment. Ideally you will have had exposure to the tax consequences of sophisticated treasury operations and strategic tax planning and be able to demonstrate the interpersonal skills and confidence required to deal with people at the highest level.

As well as the advertised salary the package will include a company car, a profit related share scheme, contributory pension scheme and private medical insurance. In addition a generous relocation package is available, if necessary.

Interested applicants should telephone Steve O'Connor on 071-437 0464, or write to him, enclosing a detailed CV at the address below.

**ROBERT • WALTERS • ASSOCIATES**

RECRUITMENT CONSULTANTS

Queens House 1 Leicester Place London WC2H 7EP  
Telephone: 071-437 0464

to £60,000

## Financial Director Designate

Midlands c£28,000 + car + benefits

Our client is a highly successful group of companies in vehicle distribution employing over 160 people and with a turnover in excess of £20 million.

To further strengthen the management team, a Financial Director Designate is required to contribute to the achievement of the group's objectives through the implementation of appropriate financial strategies and plans.

This will involve close liaison with operating executives and staff together with the group's principal suppliers, as well as management and control of the accounting function.

Probably in your mid 30's and a qualified accountant, you will have had exposure in a group with well developed computer systems. You should have company secretarial and treasury management experience and have worked in at least two organisations. Some background within the transport industry would be beneficial.

To apply, write to Ian Woods, quoting reference BS604 to Grant Thornton Management Consultants, Kennedy Tower, St. Chad's Queensway, Birmingham B4 6EL.

**Grant Thornton**  
MANAGEMENT CONSULTANTS  
The U.K. member firm of Grant Thornton International.



**ROBERT HALF**  
Financial Recruitment Specialists

**FINANCIAL TIMES**  
LONDON • PARIS • FRANKFURT • NEW YORK

## INVITE YOU TO A BUSINESS BREAKFAST

### CURRENT TRENDS IN CORPORATE FINANCE

AT THE SAVOY HOTEL, STRAND, WC2  
ON THURSDAY 7TH JUNE  
FROM 8.30am - 9.30am

The talk will be given by Adrian Bradshaw, Managing Director of Arbutnot Corporate Finance, and will cover:

- Demergers
- Recapitalisation
- PLC takeovers via "earnouts"
- Off balance sheet vehicles
- Unquoted convertible preference shares
- ESOPs
- Covered Warrants/preference issues

Aged 33, Adrian Bradshaw is the youngest Head of Corporate Finance in the City. Previously a Corporate Finance Director at Guidehouse, Adrian was previously

with Vickers DA Costs and County Bank. Adrian has worked on a range of management buy-outs, buy-ins, take-over bids and flotations. This is the first in a series of Business Breakfasts planned by Robert Half in conjunction with the Financial Times covering a range of business and management issues.

(Places at the breakfast are strictly limited.)

If you wish to attend, please write to Greg Ripley at Robert Half, Freeport, Walter House, Bedford Street, 418 The Strand, London WC2R 0BR. Telephone: 071-836 3545.

## Group Finance Director

### Northern Home Counties

c.£60,000 + Car + Benefits

This is a new appointment to the group main board of a leading building products and construction plc with a turnover in excess of £70m.

As Group Finance Director you will be an important member of a lively executive board.

You will be a Chartered Accountant with a minimum of ten years' experience including high level involvement with financial institutions.

A self-starter you must be capable of acting as an able representative of a successful business, possess commercial flair and have the ability to contribute to the future corporate strategy and development of the Group.

Please write - in confidence - stating how the requirements are met to Lionel Koppen, Ref: 1116, MSL International (UK) Limited, 32 Aybrook Street, London W1M 3JL.

**MSL International**

## FINANCIAL CONTROLLER

### LONDON

C. £35,000 + Benefits

Our client is an established and high growth plc with a turnover in excess of £65 million, supplying electrical products to the industrial and commercial markets from outlets throughout the UK. The appointment requires a qualified, commercially orientated and energetic accountant to take full responsibility for strong financial controls, monthly reporting and the maintenance and smooth running of the company's finance department.

You will be a key member of the management team reporting directly to the managing director and functionally to the group finance director.

Ideal candidates will be in their thirties and as well as strong technical abilities, interpersonal skills and organisational ability must be proven. A working understanding of computers is essential.

The reward package includes an excellent salary as indicated, fully expensed company car, executive pension scheme, share options and a private health scheme.

Please write in confidence to:

**finnies**  
CHARTERED ACCOUNTANTS

Finale & Co  
Kenton House  
8 Gilt Street  
London WC2A 3EU  
Ref: JW/SC

## FINANCIAL CONTROLLER (AFRICA BASED)

We are a U.K. registered construction company operating in a number of countries in East and Central Africa and are currently seeking a Financial Controller to be responsible for all accounting and company secretarial matters in one of the operating countries.

Candidates should have strong technical skills and be capable of working to deadlines with minimum of supervision. Overseas working experience, preferably in the construction industry, will be a distinct advantage.

An expatriate package will be negotiated with the successful candidate.

Please send full CV to:-

**WADE ADAMS**

**Amanda Pearsall**  
Personnel Officer  
Wade Adams Construction Ltd  
3 Shortlands  
Hammersmith  
London W6 8AL



## Assistant Treasurer

### Broaden your career in Corporate Treasury

Central London c£33000 + car + benefits

It's an exciting time at National Grid. As a newly independent company created as part of the restructuring of the electricity supply industry, we are currently developing new policies and new corporate strategies to meet our central role as the transmitter of power between the generating and distribution companies in England and Wales.

So as our new Assistant Treasurer you will not only be helping to develop your own department, but also influencing the future of a major new business.

Reporting directly to the head of our Treasury function, you will have specific responsibility for supervising a team involved in dealing, cash management, and payments activities. You will also be initiating and implementing projects in areas such as finance and risk management; developing cash forecasting, decision support, and management information systems; and contributing to the company's major funding strategy.

This is a wide ranging opportunity for an ambitious individual who would like to broaden their career in corporate treasury, and possibly progress to a more general management role. Naturally you will be fully qualified with several years experience in a large company environment. Membership of the ACT would also be an obvious advantage, along with a knowledge of the capital markets, strong interpersonal skills and proficiency with PCs.

In return, our remuneration package includes a company car, relocation expenses and a full range of executive benefits.

Please send a current CV or telephone 071-620 8824 for an application form. These should be sent to Personnel Officer (Services), National Grid, National Grid House, Sumner Street, London SE1 9JU, to arrive no later than 4th June 1990.



Committed to Equal Opportunities

## BUSINESS ANALYST

c.£28K + 2 LITRE CAR + BENEFITS  
WEST LONDON

As the main trading subsidiary of the Argyll Group, Safeway plc has grown to be one of Britain's most dynamic food retailers.

We are now seeking a high calibre business professional whose principal responsibilities will be the analysis and interpretation of the Company's performance. Key concerns are gross margin, product performance pricing policy and marketing spend together with the development of management information reports highlighting performance against critical success factors.

You will be given an extensive brief with plenty of scope for ingenuity and imagination. Using sophisticated mainframe and PC based systems you will make wide-ranging recommendations for the future and contribute to the on-going development of the business. Considerable liaison with Senior Executives and Directors will give you a high profile whilst the nature of the overall challenge will provide you with a unique insight into the business.

You will be a qualified accountant or MBA with 2-3 years' commercial experience and first class communication skills. Future career opportunities within both Finance and Business Management are excellent.

Please write with your CV and current salary details to: Mrs P. Taylor, Personnel Manager, Safeway plc, 6 Millington Road, Hayes, Middlesex UB3 4AY. Tel: 081-756 2131.



## GROUP FINANCE DIRECTOR

Midlands

c£80,000 + Share Options

Our Client, a major plc in the retail industry, has expanded both dramatically and profitably through organic growth and acquisition.

To complement their management team, they are looking to appoint a Group Finance Director of the highest calibre.

Reporting to the Chief Executive, your brief will be to make a significant contribution to business and financial planning. You will ensure that the financial management of the Group will maximise operational control and profit performance. The role carries a significant responsibility for the thrust and direction of the Group's continuing strategy for growth.

The position will necessarily involve a high degree of interface with The City and various financial institutions, and will necessitate excellent "front line" skills in

representing the Group to its best advantage.

Under the direction of the Chief Executive, the Group Finance Director will be called upon to undertake a variety of ad-hoc exercises relating to on-going acquisitions and profit enhancement.

We would like to hear from qualified Accountants, experienced in PLC Financial Management. Experience of the retail sector, whilst not essential, is preferred, but of more importance is an appreciation of a proactive and entrepreneurial environment.

You should have a notable track record of success combined with the desire to take a fast-moving market leader into the future.

Please apply in writing, with full career and salary details, quoting Reference B/289/90 to Steven French.



Peat Marwick Selection

Peat House, 2 Cornwall Street, Birmingham B3 2DL

## Internal Audit Manager

Northern Home Counties up to £45K + quality car & share options

Our client is a major UK retailing plc with a successful trading formula and annual turnover approaching £1 billion. Its growth and profit performance is well in excess of its competitors. Developments for the 1990's are ambitious, carefully planned and will ensure continuing success.

Internal audit is a key function within the organisation with responsibility for identifying control risks and assisting in ensuring that adequate cost effective controls are in place throughout the business. A highly capable Internal Audit Manager is now being sought.

Reporting to the Group Finance Director, your remit will cover all aspects of the Company's operations and the provision of appropriate advice to the Audit Committee. Within this brief you will be responsible for Audit Strategy, budgeting and standards and will personally undertake any investigations of a particularly sensitive or complex nature.

Candidates should preferably be graduate qualified accountants with at least four years' experience in an audit

function within a commercial environment, preferably retailing.

You will be well versed in modern audit techniques and should have strong interpersonal, communication and management skills. Ambitious and assertive you will also be the type of person that will relish working in a dynamic, committed and informal environment. Likely age range mid 30's to mid 40's.

The benefits include a very competitive salary, fully expensed quality car, share options, good pension scheme, health cover etc. Relocation assistance is also available where appropriate.

If this challenging opportunity interests you, please write in strict confidence quoting ref IAM 854 to:

Vinit Vadi,  
Dick Degenhart & Partners Limited,  
Management Search & Selection,  
Swan Centre, Fishers Lane, London W4 1RX.  
Tel: 081-986 1331 (office hours)  
081-986 5619 (evenings & weekends 7-9pm)  
Fax: 081-994 9288 (24 hours)

## FINANCE MANAGER - EUROPE

South London - c£30,000 + Car

The European headquarters of this US multinational marketing and distribution company, with a European turnover in excess of £100 million, has recently created a new role to support the development of the UK and European businesses during the 1990's.

The Finance Manager - Europe will report directly to the Controller-European Finance with responsibility for a small head office team and supported by the management accounting group. Key aspects of the role will be:

- \* Control, review and detailed analysis of monthly management information for each of the four European divisions.
- \* Control and co-ordination of the budgetary cycle for Europe.
- \* Responsibility for optimising cash management and maintaining banking relationships.

The nature of this pivotal role between the European head office and individual company operations will necessitate considerable liaison with

local and European senior management and therefore, regular travel.

The position requires a high calibre, graduate Chartered Accountant, probably aged 28-35, with a demonstrable record of success to date in a financial management position. Excellent communication skills, an analytical and professional approach and a high degree of computer literacy are prerequisites. Remuneration package will be negotiable, based on experience and ability.

In the first instance, please contact Jonathan Williams on 071 240 1040 or forward a detailed resume to our London office quoting Reference No: 10/823, Morgan & Banks Search and Selection Plc, First Floor, 114 St Martins Lane, London WC2N 4AZ. Fax: 071 240 1052.

**Morgan & Banks**

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**DEK**

## FINANCIAL CONTROLLER

Dorset

Attractive package incl. car

DEK Printing Machines Ltd. is a world leader in precision screen process equipment for the electronics industry. Founded and based in Weymouth, it exports worldwide and has subsidiaries in the USA, Germany and Japan.

A qualified accountant is sought to lead the financial function for the UK machine manufacturing division. Reporting to the Operations Director, the job content is strongly manufacturing and costing orientated although the division's management is fully accountable for overall business performance. The Controller will thus be involved commercially and control activities such as foreign exchange, credit control and group reporting. The Division employs around 180.

Although part of a substantial US group, DEK operates with considerable autonomy. It is justly proud of its high reputation as an employer in the

local community and of its international standing in the electronics industry. This is a key appointment reflecting DEK's continued growth and its determination to maintain its competitive advantage - particularly in manufacturing.

Candidates must have engineering/manufacturing experience and be abreast of recent developments in costing and manufacturing systems. Sound IT knowledge is essential - the Company has up-to-date multi-terminal DEC computer systems.

The Company offers an attractive package including car, profit share, private medical insurance etc. Relocation assistance to a delightful coastal environment will be available, if appropriate.

Candidates should send full career details, including current salary, to Mike Smith, ref. PO/14.



Peat Marwick Selection & Search

Abbots House, Abbey Street, Reading, Berkshire RG1 3BD

## GROUP CHIEF ACCOUNTANT

Marketing-led Leisure Group

Completely dominating their niche market, our Client is a marketing-led leisure Group operating on a truly global basis. US owned and with a turnover measured in hundreds of millions of pounds, their objective is to retain their leadership position by extending geographic penetration still further whilst maintaining tight operational control.

Controlling 20 staff, the Group Chief Accountant has overall control of financial information prepared by all group companies. Key responsibilities are as follows:

- Quarterly and Annual consolidated group accounts (multicurrency).
- Monthly management accounts.
- Annual budgets and quarterly forecasts.
- Review of subsidiary financial statements.
- Development of computer systems.

Whilst the role has a strong management bias, it calls for a "hands-on" approach to many of the more technically complex accounting issues.

The environment is fast moving but relaxed, and whilst computer systems are highly sophisticated, a major upgrade is envisaged in the near future.

Candidates will be qualified ACA's with c.5 years PQE, aged 28-35, probably currently working at the centre of a major Group. A background in financial control, exposure to systems and experience of man management are as important as technical ability.

Please apply directly to Greg Ripley at Robert Half, Freepost, Walter House, Bedford Street, 418 The Strand, London, WC2R 0BR. Telephone: 071-836 3545, or evenings on 071-485 1356. Alternatively, fax your details on 071-836 4942.

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If you are an experienced corporate tax manager with a large or medium sized international firm, we invite you to ask yourself:

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At Price Waterhouse, the success of our tax practice has been built on strong organic growth, commercially active clients and the leadership of 104 tax partners, of whom 67 have been admitted since 1985.

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Please write, in confidence, with detailed CV, quoting reference F/050/63, to:

John Townsend  
Head of Tax Recruitment  
Price Waterhouse  
Southwark Towers  
32 London Bridge Street  
London SE1 9SY  
Tel: 071-939 3000.

**Price Waterhouse**

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## Innovation - Application - Export

### Financial Controller

North West

£28,000 + Car + Relocation

As a profitable export-oriented division of a major U.S. Corporation, our client has established itself as a world leader in the design and manufacture of high technology capital equipment.

An essential element of the high quality package presented to its international market is the installation, commissioning and after-sales technical support provided by the business. This responsibility lies with the £20 million turnover Customer Services unit. The unit is now seeking to appoint a Financial Controller to take full responsibility for all financial aspects of this business segment.

Reporting to the company Financial Director, the key tasks will be to provide meaningful performance targets for operational managers, improve the asset management

of the business and - through the development of standard costing systems - identify new opportunities for cost control and profit improvement. After gaining an in-depth knowledge of the business and demonstrating the ability to contribute commercially at a corporate level, it is anticipated that this individual will progress rapidly within the business.

The successful candidate will be aged 30-40, qualified, with a strong academic background, experienced in manufacturing (preferably engineering), and have the potential to progress to Financial Director level.

Interested applicants should contact Paul Boardman BA, ACMA on 061-228 0396 or write to him at Michael Page Finance, Clarendon House, 81 Mosley Street, Manchester M2 3LQ.



**Michael Page Finance**

International Recruitment Consultants  
London Bristol Windsor St Albans Leatherhead Birmingham Nottingham  
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## Director of Finance

WC1

£23,820 - £26,573  
(under review)

The Royal National Institute for the Deaf is a leading national charity with an income in excess of £11 million per annum coming from legacies, donations, covenants, fundraising, commercial activities and local authority contracts for services.

The RNID is a progressive charity anxious to encourage and develop new ideas. It was the first charity to establish a PLC, whose objectives are both to raise revenue for the charity and ensure greater take-up of products for deaf people and it is expanding contacts with local authorities in line with developments in community care.

Reporting to our Chief Executive, you will play a key role within our senior management team in the development of the Institute's policies and strategy. The postholder will be expected to work in a proactive way using the financial resources available to the Institute as creatively and efficiently as possible.

Assisted by a team of over 25 people, you will maximise the contribution of financial management for business planning, operational control and performance. This will involve:

- \* The development and implementation of effective accounting systems.
- \* Prompt production of financial information and statutory accounts.
- \* Playing a leading role in the development of management information systems.
- \* Staff recruitment and development.

You should be a fully qualified accountant with senior management experience - preferably gained within a large charity and/or commercial environment - with a mature, confident personality and the ability to work effectively with Committee Members and colleagues at all levels. The age of the successful candidate is less important than their drive and ability.

Closing date: 8th June 1990.

For further information and an application form contact the Personnel Department, RNID, 105 Gower Street, London WC1E 6AE. Telephone: 071-383 3152 (24 hour answerphone) or 071-387 8033.

The RNID is working towards equal opportunities and particularly welcomes applications from deaf and hard of hearing people.

**The Royal National Institute for the Deaf**

## MANAGEMENT CONSULTANT

London to £35,000 + Car

International market leader in MCS seeks qualified accountant, aged 27-33, with a background of systems development and financial management in blue chip companies.

## FINANCE MANAGER

City £30,000 + Bank Benefits

An excellent opportunity exists within a major investment bank for an ambitious accountant to develop product related accounting skills.

## FINANCIAL CONTROLLER

Central London £28,000 + Car

Dynamic TV company has a first rate opening for a young qualified accountant with up to 2 years PQE to develop strategic information systems and control day to day reporting.

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## FINANCE MANAGER

MIDLANDS  
'Negotiable Package'

BLAZE is a successful, rapidly expanding small group of companies in the advertising and related industries. Our development has created the need for this new position of Finance Manager.

We have achieved a highly creditable track record in our first 5 years; the chosen candidate will manage, control and plan our accounts functions into an even more successful future.

This is a demanding role that can only be filled by an experienced self-motivated, commercially minded applicant seeking a challenging and rewarding career with a dynamic and forward-thinking organisation. Negotiable package, excellent working environment. The company operates a non-smoking policy.

Write with CV and current salary to:  
John Carter, Blaze Group, Oakley Hay, Corby, Northants NN18 9AS

**Blaze**  
ADVERTISING & MARKETING LTD

## Accountant/Financial Controller

Required for a travel company based in North West London, with a tour operation and interests in offshore hotels.

The applicant should be qualified, or partly qualified, with experience in the travel/hotel industry. The applicant should also be conversant with a computerised book-keeping system.

Salary £30,000 per annum.

Please send your application to our accountants, Messrs. Gilsons & Co., 47 Brunswick Centre, London WC1N 1AF.

## Qatar Public Telecommunications Corporation (Q. TEL) DIVISIONAL MANAGER FINANCE

TAX FREE NEGOTIABLE SALARY

Our Client has recently completed a review of its management structure to enable an expansion of its telecommunications services. As a result they are seeking a commercially aware Financial Manager capable of advising the board on all financial and information systems affairs.

Reporting to the General Manager you will monitor the financial affairs of the Corporation so that management can ensure that the assets of the Corporation are safeguarded, revenue is maximised and costs minimised, establish accounting principles and ensure that proper books of accounts are maintained. Preparation for management of annual and long term operating budgets, capital budgets (in conjunction with other functions), cash flow forecasts and the regular comparison of actual results against these standards. Introduction of computer based finance system and fixed assets accounting system. To control and supervise the billing system and the DP department. As a member of the Tender Review Committee you will be expected to play a vital role in complex negotiations with Contractors, Bankers and Government Departments.

This demanding and rewarding position is ideally suited to a qualified accountant (ACA/ACCA/CIMA) with senior management experience, preferably with some overseas and telecommunications exposure. An excellent package is offered including the normal family status benefits in this pleasant part of the Arabian Gulf.

If you are interested telephone either Brian Joyce or Kevin Hart on 051-255 1188 or write with detailed C.V. quoting Ref. RW/QT, to the address below.

R.I. ACCOUNTANCY APPOINTMENTS LTD  
Masons Building, 28 Exchange Street East,  
Liverpool L2 3PH  
OR JUPITER COMPUTER APPOINTMENTS  
12-13 Henrietta Street, Covent Garden,  
London WC2E 8LA.



## FINANCE DIRECTOR BANGLADESH

A leading UK Group is currently looking for a finance director for its subsidiaries in Bangladesh, which are involved in both trading and manufacturing. There are also some specialist contracting and project activities.

The group's managing and finance directors enjoy a high degree of autonomy and profit responsibility. Candidates, who must be qualified accountants, will therefore possess well developed commercial acumen and thrive on sharp end involvement. The appointee will be expected to make an immediate contribution in the areas of financial control, working capital management and factory systems.

The successful candidate is likely to be a Bangladeshi national who has spent some time working abroad and now wishes to return home.

Written applications, with detailed C.V. in confidence to:  
Allison Clarke, Confidential Reply Supervisor,  
Rada Recruitment Communications Ltd.,  
195 Euston Road, London NW1 2BN.

Applications are forwarded to the client therefore companies in which you are not interested should be listed in a covering letter to the Confidential Reply Supervisor.

**Rada**  
RECRUITMENT COMMUNICATIONS

A NEW VENTURE IN BROADCAST TRANSMISSION

## Director of Finance (Designate)

c.£50,000 + benefits

Winchester

Exciting changes are taking place in the world of broadcasting. Recent legislation provides for a new private sector transmission company formed from the Independent Broadcasting Authority's transmission operations for ITV, Channel 4, BSB and independent local radio. It has allowed further scope too, for expansion into other broadcast and telecommunications activities.

A business-oriented and commercially-minded financial executive is now required to provide key input into the formation, strategy and structure of this new company, which will employ around 800 people. As a Board Member, reporting to the Executive Chairman, your role will carry full responsibility for the finance, treasury, MIS and human resource function.

You should be a qualified accountant with senior experience at a strategic level within the private sector. In particular your strengths will lie in the development of financial strategy and the assessment of business expansion opportunities. We are looking for an energetic individual with strong leadership, organisational skills and the maturity and ability to liaise and negotiate at the highest level.

Please write with a current CV to: The Executive Chairman (Designate), Dr J R Forrest, % The Independent Broadcasting Authority, Crawley Court, Winchester, Hampshire SO21 2QA. Interviews will commence 11th June.

\*\*AN EQUAL OPPORTUNITIES EMPLOYER\*\*

## FINANCIAL DIRECTOR/GENERAL MANAGER

Antler Property Corporation is seeking a Qualified Accountant with a proven track record of success in the homebuilding industry for Antler Homes Wimbledon Plc, its newly acquired business, a long established apartment conversion specialist, operating in a buoyant market sector.

A go getter joining this fast expanding group of companies will be instrumental in spearheading the planned immediate growth of the company which is targeted to double current turnover in 1991. Working with the managing director, this is a hands on opportunity for someone currently finance director of a house building company, to realise his/her ambitions and become totally involved in all aspects of our existing development programme.

If you are aged 30-35 and would like to see your hard work rewarded with a generous package of salary, plus bonus, car and benefits. Write, explaining specifically how you believe you fully satisfy the above criteria and send a full C.V. to:-

Christopher J. Hounsell,  
Group Financial Director,  
Antler Property Corporation Plc,  
Bridge House, Bridge Street,  
Staines, Middlesex TW18 4TW.

## CAREER CHOICE

The Financial Times proposes to publish a Survey on the above on

17th October 1990

For a full editorial synopsis and advertisement details, please contact:

Nicholas Baker

on 071-873 3351 or write to him at:

Number One, Southwark Bridge  
London SE1 9HL.

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## Credit Analysts

To £25,000 + Benefits

Several high calibre UK and international banks are currently keen to interview young bankers with high calibre analytical experience. Candidates will ideally be aged 23-28, educated to A-level or degree standard and may possibly have a banking qualification. They should be computer literate and will have exposure to both cash-flow and balance sheet analysis. Rewards can be attractive and prospects excellent.

Interested applicants should contact Alexander Firecks or Anne Semple on 071-831 2000, or write to them at Michael Page City, 39-41 Parker Street, London WC2B 5LH.



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## Mergers & Acquisitions

Research Analyst

To £35,000 + Bonus

City

Top flight M&A team in blue chip UK merchant bank seeks an Analyst to give full research and marketing support on highly visible and prestigious transactions.

### THE COMPANY

- Very successful, profitable UK merchant bank with strong presence in corporate finance, banking, development capital and stockbroking.
- Well positioned for 1992 with real commitment to international investment and strategic positioning for the future.
- Widespread client base growing within the international and domestic markets.

### THE POSITION

- Responsibility for researching and presenting in depth analysis to shape transactions.
- Develop innovative ideas; understand clients' acquisition criteria, deliver conclusions to client executives.
- Provide full marketing support to transactions in all aspects of dealmaking. Considerable client contact.

### QUALIFICATIONS

- Graduate, ideally with a professional qualification or MBA, aged 23-28, in an Analyst role in the City or industry.
- Background of strong analytical skills combined with computer literacy and financial modelling capability.
- Self-starter, independent, with a disciplined approach to project management in an informal environment.

Please write, enclosing full cv, Ref 110312  
54 Jernyn Street, London, SW1Y 6LX

LONDON - 071-493 6392  
BIRMINGHAM - 021-233 4656 • GLASGOW - 041-204 4334  
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## BANKING OPPORTUNITIES

### LEVERAGED ANALYST

c £27,500 + BENEFITS  
This Merchant Bank enjoys the highest reputation and is a leading provider of finance in support of LBO, MBO transactions. An exciting opportunity now exists to join the corporate banking team initially in a support role. Sound credit skills, computer literacy and at least two years' experience of analysis of leveraged transactions are required. Age range is likely to be mid 20's and graduates will be preferred. This role is seen as a stepping stone to a front line relationship position and every help will be given to develop marketing skills.

### SPECIALISED FINANCE

c £25,000 + BENEFITS  
This position offers a career opportunity for a young, ideally graduate/ACB qualified banker with proven credit skills to take a first step into marketing. Supporting an established and successful marketing team, you will gain valuable experience of a wide range of financing techniques used in the aircraft, infrastructure, property and shipping sectors, within this respected international bank at an exciting stage of its development in the UK.

### TREASURY

Various a.s.e.  
We have vacancies with a number of Major International Banks for the following:  
FX Option Trader 3 to 5 years' experience  
Financial Futures 3 to 5 years' experience in Futures and Options  
Chief Trader/Debt Structurer 3 to 5 years' experience of markets  
Corporate Sales 2 to 3 years or more  
Spot Traders 2 to 3 years or more  
These positions offer opportunities to join well established teams with excellent market reputation.

For further information on these and other vacancies, please contact: Ian Dodd, Richard Lyons or Roy Webb

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### SYNDICATIONS

c £28,000 + BENEFITS  
Our client, a blue chip British Merchant Bank, currently has a requirement for an experienced executive to work closely with the Department Head as his number two. Ideally, candidates will be in their late 20's or early 30's, graduates and be able to demonstrate a sound knowledge of all aspects of syndication transactions. A background of structured financing techniques, LBO/MBO's etc. formal credit training and computer literacy would be particularly desirable.

### CORRESPONDENT BANKING

c £40,000 + BENEFITS  
As a result of further expansion and increased commitment to Europe, this Major International Bank seeks an energetic marketing professional to be strategically involved in the formation of a correspondent banking unit. Aged to late 30's you will possess at least three years' experience of marketing correspondent banking/finance products to European Financial Institutions. An excellent career opportunity.

### CORPORATE MARKETING

c £25,000-£60,000  
We are currently seeking to fill vacancies with a number of Major International Financial Institutions. The positions vary from UK to European marketing where French, German, Italian or Spanish language ability would be an advantage. Experience levels of marketing corporate and/or investment banking products, range from 12 months to 6 years across a range of industries including Energy, Aerospace and Shipping. The positions offer excellent career progression within established teams to build upon existing relationships and develop new business. Remuneration will be competitive and according to age and experience.

## Director - International Business Development

Private Client Fund Management

Up to £55,000 Base, Bonus, Housing

Channel Islands

An exciting opportunity with an international group, initially based in the Channel Islands but with career prospects world-wide. An unusual chance to play the lead role in developing a substantial asset management business.

### THE COMPANY

- Highly regarded international banking group.
- Excellent reputation as sophisticated off-shore private bankers and asset managers.
- Local operations substantial, successful and growing.

### THE POSITION

- Develop and maintain client relationships internationally.
- Manage small team. Report direct to M.D.
- Outstanding candidate could have profit responsibility for entire Channel Islands investment management subsidiary as Managing Director.

### QUALIFICATIONS

- Successful track record providing investment advice to wealthy individuals and trusts.
- International investment philosophy. Ideally foreign language speaker. Willing to travel.
- Probably aged early/mid 30's. Marketing experience from private client broking or asset management particularly valuable.

Please write, enclosing full cv, Ref BJ2193  
NBS, Bennetts Court, 6 Bennetts Hill,  
Birmingham, B2 5ST

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LONDON - 071-493 6392 • SLOUGH - 0753 694644 • MANCHESTER - 061-905 1458  
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## Marketeer (Swaps)

Leading Derivatives Group

Excellent Basic + Bonus

Our client, the London branch of a leading commercial bank, is seeking to expand its derivative products group with the appointment of an experienced marketeer. Based in London, the successful candidate will be directly involved in marketing swaps, swaptions and other derivatives to clients in the UK and Europe. This is an exceptional opening for the right individual to join an aggressive and professional team.

Linguistic ability is a definite advantage, together with excellent marketing experience and good client contacts. Applicants should be technically able to understand the pricing

and structuring of products, and will work closely with both traders and financial engineers in the group.

Candidates, probably in their late twenties will be graduates who can demonstrate marketing ability, and will respond to the challenges this position will present. In addition to basic salary, the remuneration package includes a good bonus and benefits scheme.

Interested applicants should contact

Arabella Goodford or Kate Griffiths on  
071-831 2000 or write to them at  
Michael Page City, Page House,  
39-41 Parker Street, London WC2B 5LH.

**Michael Page City**

International Recruitment Consultants  
London Paris Amsterdam Brussels Sydney

## Private Banking Executive

c.£30,000p.a.,  
plus Car and  
Banking Benefits

The Hongkong and Shanghai Banking Corporation Limited, one of the world's leading international banks, is seeking to recruit a Cantonese speaking executive to join the London office of the group's global private banking network.

The position will include responsibility for marketing the bank's extensive range of services to an international client base, managing existing accounts and developing new business relationships with high net worth individuals.

Candidates, aged about 30, will have a full knowledge of investment management, tax and estate planning, preferably gained within the private client division of an international bank. Strong personal qualities, particularly self-motivation, determination and initiative are essential to assist the development of new business opportunities. In this context, overseas marketing experience would be an advantage as the role will involve foreign travel.

In addition to the salary indicated, an attractive benefits package includes non-contributory pension scheme, car, mortgage subsidy and BUPA.

Please write enclosing full personal career details to:  
Mrs Sylvia Keats, Personnel Manager,  
Hongkong and Shanghai Banking Corporation Limited,  
99 Bishopsgate,  
London EC2P 2LA.

**Hongkong Bank**  
The Hongkong and Shanghai Banking Corporation Ltd.

## BARCLAYS de ZOE WEDD Project Finance Senior Manager

Excellent Package

City

The ideal opportunity to participate in the development of the major project financings of the 1990's for a first rate specialist in structured finance.

### THE POSITION

- Within a small team concentrating upon project advisory assignments.
- Broadly based role evaluating, structuring, negotiating and closing project finance transactions, primarily in the UK.
- Opportunity to develop sector specialisation in, for example, power or infrastructure.

### QUALIFICATIONS

- Experience of project or other leveraged finance from a lender, adviser, major corporate or utility.
- Early 30's preferred, strong intellect and analytical skills.
- Ability to analyse and negotiate transactions without supervision.
- Potential to fulfill a lead role.

Please write enclosing full cv, Ref BJ2092  
54 Jernyn Street, London, SW1Y 6LX

THE INVESTMENT BANKING ARM OF THE BARCLAYS GROUP

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## Equities Analyst

Niche Merchant Bank

Singapore

£ negotiable

Creative analyst to join small team in very successful, highly regarded South East Asian based institutional broker. Lively, independent, sales-driven culture has underpinned rapid, profitable growth. Strong balance sheet, excellent corporate finance team and international distribution. Offices in Hong Kong, Singapore, Philippines with further expansion underway. Significant opportunities for travel within region. Competitive remuneration reflecting expatriate status.

### THE ROLE

- Initially reporting to Managing Director as one of a team, with eventual appointment as Head of Research and directorship.

- Responsible for independent analysis, written reports and prompt communication of results to sales teams and clients throughout the world.

- Presentation to clients in major financial centres, and organisation of road-shows and client visits.

### QUALIFICATIONS

- Late 20's/early 30's, seasoned and capable companies analyst with institutional broker/investment bank/accountant. Familiar with analytic techniques, disciplined, excellent report writer. Knowledge of region or sectors not essential.
- Articulate, polished communicator. Capable of motivating other analysts and communicating ideas to clients and sales staff. Personable, self-starter with initiative and small team orientation. Ambitions to progress within group.

Please reply in writing, confidentiality assured, enclosing full details: Ref DL5903, Spencer Stuart,  
Brook House, 113 Park Lane, London W1Y 4HJ.

London  
071-493 1238

**The Selection Division of  
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### FUTURES AND OPTIONS

Small, highly successful futures and options trading team with proven track record seeks new challenge with a dynamic small/medium sized financial institution. Currently working for an international investment house we can offer

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- a strong academic background
- fluency in German.

We would be interested to hear from an organisation seeking to establish or expand an existing operation in this field.

Please reply to Box A819, Financial Times,  
One Southwark Bridge, London SE1 9HL

### THORNHILL INVESTMENT MANAGEMENT LIMITED

Opportunity for Investment Managers and Stockbrokers  
Thornhill is an expanding independent firm specialising in discretionary investment management for private individuals.

We should be interested to hear from investment managers or stockbrokers who wish to discuss the benefits that joining Thornhill would bring to themselves and their clients. The mix of clients should include a good proportion of fee-paying and discretionary funds.

Please write to or call James Cave or Colin Chisholm at

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28 St. John's Square, London EC1M 4AE  
Telephone 071-251 6767

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We are currently advising a number of major International Investment Houses in their search to appoint high profile professionals within their global equity departments.

We would welcome sincere approaches from well-established Fund Managers with a thorough understanding of Far East, US or European markets.

A strong investment analysis background and fluency in one or more European languages would be advantageous. A proven performance record to date together with strong marketing and interpersonal skills play a prominent part in our clients' requirements.

In each instance career progression will be awarded on merit and not time served. Please contact Barbara Dabek on daytime - 071-867 8899, evenings after 8.30pm - 0634-863534. All applications will be treated in strict confidence.

Tel: 071-867 8899  
Fax: 071-867 8095

Rathbone UK Ltd,  
South Quay  
Plaza II,  
183 Marsh Wall,  
London E14 9PL

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PROJECT FINANCE  
to £35,000 + Benefits

We are currently acting on behalf of an International Investment House looking to expand in this field. They are seeking candidates with an International Banking background in Project Finance.

The ideal candidates must be graduates with solid experience of aircraft leasing, mergers and acquisitions and property finance within a specialist finance team.

Attractive remuneration packages are available for successful applicants.

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As a leader in the International Financial markets, our client is currently expanding its bond trading operations. Primarily they are interested in meeting ECU traders with at least 2 years experience to help establish a presence in that market.

For a confidential discussion, please contact Kathy Rugg.

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the demands may be exacting, including the need to travel, sometimes at short notice.

**The person we are looking for is:** young, well-educated with a good brain; financially numerate with an instinct for business and the will to succeed. We shall need evidence of all these, but while a degree and indeed an MBA would be desirable, they are not mandatory. A record of achievement is very important, but there is no precise requirement for where work experience has been gained. The individual with the right personal qualities will find the remuneration package attractive.



Please write in confidence enclosing CV to Mrs Genie Havill, CSR Recruitment Consultants, 14 Bolton Street, London W1Y 8JL. Please mark the envelope CSR 2544.

## CHIEF EXECUTIVE

== R ==

## GLASGOW

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This job is one of the most important economic development posts in Scotland.

Suitable applicants will be senior managers in either the public or private sectors.

Under the Scottish Enterprise proposals, a 'local enterprise company' (LEC) is to be established for Glasgow. It will be the largest of the LECs in Scotland and will be a major player in the development of the Scottish economy. A Designate Board has already been appointed under the chairmanship of Sir Norman Macfarlane. With the planning stage underway and the LEC expected to become operational around January 1991, the Board wishes to appoint a Chief Executive as soon as possible.

The successful applicant will have overall responsibility for the effective integration of current

Scottish Development Agency and Training Agency activities in Glasgow and the development and delivery of new programmes and projects to realise the full economic potential of the city.

An attractive, performance-related salary, consistent with the importance of the post, will be offered.

Applicants will be able to demonstrate a record of substantial achievement in management, an understanding of economic development and training and a commitment to Glasgow.

Applications, to arrive no later than Friday 8 June 1990, should be sent to Sir Norman Macfarlane, Glasgow Local Enterprise Company, 221 West George Street, Glasgow G2 2ND, quoting reference GLEC/FT on the envelope.

## Jonathan Wren Executive

## INVESTMENT MARKETING

Up to £75,000

We have been retained by a leading institutional investor to seek a senior individual at Director level to lead a major marketing effort in the UK. Responsibilities will include marketing investment products primarily to the charity market, as well as the public sector, where high standards of professional and personal service are required.

The successful candidate will ideally have experience of both the charity and public sector pension fund markets. Additionally a strong understanding of the investment industry will be required, possibly including the management of funds, as well as a successful record in marketing investment products.

For further information please contact Martin Symon 071-623 1266 or, after 8pm, 04-203 3159.

## Jonathan Wren

Recruitment Consultants  
No. 1 New Street, (off Bishopsgate), London EC2M 4TP  
Telephone: 071-623 1266 Fax: 071-626 5258

## Economist

## Niche Merchant Bank

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■ Reporting to the Senior Economist as part of a small, highly motivated, commercially oriented team.

■ Responsible for preparation and presentation of regular economic digest.

■ Producing independent, thoughtful analysis and forecasts for world and regional economies. Ad hoc analysis to support sales team.

## QUALIFICATIONS

■ Late 20's, seasoned, capable economist from commerce or academia. Must articulate economic issues succinctly and add value in reporting. Knowledge of region desirable but not essential.  
■ Experience of macro-economic analysis at country and regional level. Excellent writer. Good communicator for client and sales team interaction.  
■ Bright, personable self-starter with initiative and small team orientation. Ambitions to progress within group.

Please reply in writing, confidentiality assured, enclosing full details: Ref DL5904, Spencer Stuart, 3rd Floor, Brook House, 113 Park Lane, London W1Y 4HJ.

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Standard & Poor's is one of the world's foremost rating agencies. The debt rating service provided by Standard & Poor's offers investors a global benchmark of credit quality and eases issuers' access to local capital markets. The London office is expanding due to a growth in demand for ratings and this has created a new opportunity within the International Department of the Debt Rating Division.

The Structured Finance group of the International Department is responsible for analysing all asset-backed transactions in Europe. This requires excellent analysis skills in order to evaluate the collateral and proposals for new and innovative structures. The successful applicant will work closely with team members, issuers, lawyers and the arrangers. The work involves analysis and evaluation of issues and preparing presentations for rating committee for which good written and oral communication is essential.

Candidates will have several years' analysis experience which may have been gained in a bank, building society or insurance company. Individuals should have a professional qualification (eg ACIB, ACA, ACIS) and will ideally be a French speaker. Given the high profile nature of the role, applicants must be confident self-starters with the ability to represent Standard & Poor's in a professional manner.

The corporation offers an attractive remuneration package based on a generous basic salary that will entirely reflect experience.

Interested applicants should contact Ann Semple on 071-831 2000 or write enclosing a full curriculum vitae, quoting reference ATS83, to Michael Page City,

Page House,  
39-41 Parker Street,  
London WC2B 5LH.

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An expanding European bank, committed to the London market is now seeking to increase their corporate banking division.

Operating within the marketing team in this high profile role, you will be presenting the bank's credit related and specialised range of products to UK corporates. Involved in reviewing both existing clients and potential new business, you will also participate in structuring the deals and making presentations to the credit committee.

You will have gained a comprehensive credit training, have experience of marketing acquired within a

commercial bank and ideally exposure to leveraged transactions and structured finance deals.

The bank is performance orientated and offers an excellent rewards package for strong performers, combined with the opportunity to further progress your career.

As a result of this expansion the bank would also be interested to talk to graduate credit analysts who are seeking to make a career move within corporate banking.

To apply for this appointment, please write to or telephone Sarah Adcock quoting Reference 137373/sma.

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## Fund Management

### Assistant Fund Manager Analyst

#### UK Equities

Our client is the asset management arm of one of the world's leading insurance companies with over £8 billion of funds under management in the UK and wishes to expand its UK Equity Team by the appointment of both an Assistant Fund Manager and an Analyst. Reporting to the Research Manager, the appointee will be responsible for the analysis of companies and industry sectors in order to make recommendations on UK ordinary shares to fund managers. In addition, the assistant fund manager will assist in the management of the UK equity content of one of the group's larger funds.

Candidates for the analyst's role should be graduates with a minimum of 18 months' investment analysis experience gained within

a similar environment, whereas Assistant Fund Manager candidates will need to have 3 years' analytical experience and must be capable of demonstrating the ability to think independently and back their own judgement. Excellent communication and presentation skills combined with a logical and numerate approach are essential. These positions offer excellent prospects for analysts wishing to progress to managing funds. Attractive remuneration packages are available for the right candidates.

Please contact Paul Wilson on 071-831 2000 or write to him, enclosing a curriculum vitae at Michael Page City, Page House, 39-41 Parker Street, London WC2B 5LH.



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City

## Acquisitions and Projects Manager

c £40,000 & excellent package

Scantronic Holdings PLC is a leading international manufacturer and distributor of security equipment and related products with a reputation for rapid profitable growth, organically and by acquisition (turnover up 800% over last 5 years). Future plans are very ambitious.

Based at Corporate HQ in Perivale, you will support a small team of senior executives in expanding the Group, primarily in UK, Europe and the USA. This unusually varied role includes researching targeted markets and selected companies.

Probably age 29-33, you have 2-3 years' acquisition experience (corporate or professional) including international exposure. You will have a major professional qualification (legal, accountancy or banking) or, possibly, an MBA. You are ambitious, a self starter, flexible, highly intelligent, analytical and confident.

The position offers ample scope for developing status, salary and prospects. The excellent remuneration package includes non contributory pension, fully expensed quality car and share option scheme.

Please reply, in confidence, giving full details of education, qualifications, career and salary plus a contact telephone number, and quoting reference 1629, to Barbara Robertson MA, MIMC.

**BDO CONSULTING**

BDO Consulting  
8 St Bride Street  
London EC4A 4DA  
Tel: 071 583 3303

## Foreign Exchange

#### Senior Corporate Dealer £55,000

We are currently recruiting for an International Bank who are expanding their Customer desk. They are seeking a Senior Corporate Dealer/Salesperson who has an excellent knowledge of the UK Corporate Market with the potential to assume control of a large desk. A sound trading background of all Treasury products together with an understanding of Derivatives is required from candidates aged in their early to mid-thirties.

#### Senior Spot FX c£60,000 + Benefits

A large US Bank, with an active Treasury dealing room continues to build up its presence in the Spot Market and seeks a Senior Spot Dealer. Candidates should have at least 5 years experience in a major currency within an active interbank environment. This position involves active book running within a professional and dynamic team.

#### Spot STG and STG Crosses

to £50,000 + Benefits

This International Bank is currently in the process of expanding its Foreign Exchange dealing room. To augment the existing dealers a candidate is sought with solid trading experience in STG - both Spot Cable and STG Crosses. Suitable candidates are likely to be in their late twenties or early thirties, and should perform well in a team environment.

#### Senior Forward Dealer

to £50,000

A large European Bank with an active presence in the Forward Markets is presently trading in Forwards, Forward Forwards and Forward Crosses as well as using Off Balance Sheet Products such as Financial Futures and FRAs. Candidates in their late twenties and with 3 years experience on a Forward Desk are thought to possess the necessary experience.

For further information please contact  
Anthony Marshall or Veronica McPake on  
071-929 2383.

EXCHANGE  
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- The Aim:** To mirror the UK operation in selected European countries, acquiring a significant market share.
- The Countries:** France, Spain, Italy and Germany.
- The Requirement:** For each targeted country a team of 2 or 3 asset finance professionals with a minimum of five years successful domestic leasing experience.

Please contact Jill Backhouse or Peter Haynes in complete confidence.

LONDON HONG KONG MIDDLE EAST SINGAPORE SYDNEY

**Jonathan Wren**  
Recruitment Consultants  
No. 1 New Street, (off Bishopsgate), London EC2M 4TP  
Telephone: 071-623 1266 Fax: 071-626 5258

## Assistant Company Secretary

£30,000 p.a. + car

Bass PLC, Britain's largest brewer with major interests in pub retailing, hotels, restaurants, soft drinks, and retail leisure facilities, is looking for an Assistant Company Secretary to join its Head Office team in London.

Reporting to the Company Secretary, you will be expected to assist in the provision of secretarial and legal services to the parent and subsidiary companies. Your duties will include assistance in the preparations for meetings, the servicing of the Company's listings in London, New York, Amsterdam and Brussels, share register servicing and monitoring, maintenance of statutory records, ensuring compliance with statutory requirements and assistance in the production of Company reports.

You should be professionally qualified, either as a lawyer or Company Secretary, and have experience in company secretarial work in a PLC. You should be a self-starter, able to work on your own initiative and have good communication skills.

We offer a competitive salary, commensurate with your experience and attractive fringe benefits.

If you are interested, please write to Gresham Gledhill, Company Secretary at

Bass PLC,  
64 Chiltern Street,  
London  
W1M 1FR

**Bass**  
Public Limited Company

## Touche Ross



### ENERGY MARKETS ANALYST

Major Exploration and Production plc

London to £35,000 + car

With production facilities in Europe, Africa and the Americas, this £multi-billion turnover plc currently produces over 10 mmbbls of oil and condensate per annum. The five year plan shows this level increasing significantly.

Reporting to the head of finance in the Exploration and Production Division, your primary responsibilities will be the determination and implementation of hedging and trading programmes involving the analysis of international energy markets. The role requires working closely with corporate group management, the operating divisions, principally Sales and Marketing, and close liaison with the Treasury Department.

You should be a highly numerate graduate in your mid 20's to early 30's with relevant trading experience in the financial or banking sector. In addition, you must be able to work in the pressurised environment of the markets and demonstrate the necessary communication skills to contribute effectively to the policy making processes of the company.

Please send a comprehensive résumé, salary details and day-time telephone number, quoting reference number 3131, to Neil Cameron, Executive Selection.

MANAGEMENT CONSULTANTS

5th Floor, 52/54 High Holborn,  
London WC1V 8PL  
Telephone: 071-363 7361

## Marketing Officer

UK Corporate Lending

Birmingham based

c. £25,000 + Car + Bank Benefits

Our client a major European bank with an extensive International network is seeking to recruit an experienced Marketing Officer, who will be based at its well established Birmingham Office.

The successful candidate will be aged 25-35 with a degree and/or professional qualification, and at least 3 years experience of Marketing UK Corporates.

First class credit skills and knowledge of Treasury related products is essential.

This is an excellent career opportunity as the bank embarks on its new strategy for the UK.

Please write in confidence with full CV to: J.D. Vine (Ref. MO/23)  
Vine Potterton Ltd., Wakefield House, 152/3 Fleet Street, London EC4A 2DH.  
Please indicate any banks in which you would have no interest.

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## Investment Management

### EUROPEAN FUND MANAGER Edinburgh

Stewart Ivory is one of Scotland's leading independent investment managers, active in managing investment trusts, pension funds, unit trusts and private client funds. We want to build up our European fund management team.

Specific experience in this area is not essential but a European language and understanding of financial analysis would be helpful. Salary negotiable in relation to experience.

Please apply in writing with full CV to: David Shaw  
Stewart Ivory & Co. Ltd., 45 Charlotte Square,  
Edinburgh EH2 4HW.

STEWART IVORY

### EQUITY OPTIONS MARKET MAKERS

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Applications are invited for EQUITY OPTIONS MARKET MAKERS.

Successful candidates will be located in Sydney, Australia and will be employed by the country's strongest bank-backed stockbroker. It is envisaged individuals would be currently employed on the LTOM and have a minimum two years' experience.

Enquiries should be directed in the first instance to:

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British Merchant Bank whose activities include Banking, Capital Markets, Investment Management, Securities and Corporate Finance, seek several talented and experienced Mainstream Corporate Finance Executives. An excellent academic history is essential.

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Please reply to Box A831, Financial Times,  
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We — are probably the worlds leading search and selection company for dealers, and have a worldwide client base.

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Salary & benefits will be commensurate with qualification and experience.

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Graduate with a minimum of one year's Treasury back-up experience preferably to have included foreign exchange, money market and off-balance sheet products.

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Graduate with an additional European language and basic exposure to balance sheet analysis, to undertake economic and company research.

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First or 2:1 degree in Mathematics, Science or Economics together with one year's capital markets/trade finance experience.

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Law graduate to train in European Securities new issues origination and execution. Further development into Mergers and Acquisitions.

For further information please telephone or send your CV to John Pusey, Assistant (Financial Recruitment Consultants), Bell Court House, 11 Bedford Street, London EC2M 2JY.

Tel: 071-638 5385

Fax: 071-382 9117

## CORPORATE FINANCE ANALYST

With diverse interests in brewing, distilling and leisure, Guinness PLC is proud of its unparalleled portfolio of leading international brands.

Central to the Group's success, our Corporate Finance and Strategy department, based at Portman Square, London, is responsible for acquisitions and disposals, strategic planning for the Group and investment evaluations.

Reporting to the Manager, Corporate Finance, the successful candidate will provide analytical support and assist in the evaluation, negotiation, financial structuring and implementation of transactions.

To succeed, you will be either a qualified accountant or lawyer with the ability to demonstrate keen business awareness. Computer literacy with a good grasp of accounting principles, together with some experience in merger and acquisition work are essential.

A competitive salary, appropriate to level of experience, will be negotiated around £25,000 to £30,000, while a full range of attractive benefits will apply including profit share, contributory pension, medical insurance and drinks allowance.

To apply, please send a full c.v. to Mary Farrell, Personnel Officer, Guinness PLC, 39 Portman Square, London W1H 9HB.

GUINNESS PLC



## European Economist

Baring Brothers & Co., Limited, one of the City's leading merchant banks is seeking to appoint a European Economist. The Economic Section's main functions are to provide the Bank and its clients with advice and commentary on economic events, to produce economic forecasts and to analyse and interpret economic and financial developments. The section contributes significantly to the Bank's decision making processes.

Applicants should possess an economics degree, knowledge of monetary economics and econometrics and a minimum of one to two years' working experience as an Economist. Good communication skills are essential as is the ability to carry out economic research. Knowledge of a European language will also be an advantage.

Together with the salary, which is negotiable according to qualifications and experience, the benefits include BUPA, mortgage subsidy, and a non-contributory pension scheme. Interested candidates should write in confidence, enclosing a CV to:

Miss S. J. Milbank,  
Baring Brothers & Co., Limited,  
8 Bishopsgate, London EC2N 4AE.

## MANAGER — INVESTMENT MARKETING

London based

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This is an opportunity to develop a new marketing function working in the Investment Division of a U.K. Life Assurance Company managing assets in excess of £2 billion. The main duty will be to ensure that the portfolio investment activities of the company are clearly communicated and coordinated with sales and marketing requirements.

The Manager's major functions will be to develop and produce the material and presentational formats to inform the sales force, clients and investment advisors of the range, nature and performance of the various investment products and to make presentations. Further responsibilities will include participation in product development

and investment strategy. Because of the nature of the role you must possess a good knowledge of investment management, gained either as a Fund Manager or in a marketing/client liaison role. Excellent oral and written communication skills are essential. You are likely to be aged 25-40 with a keen interest in developing your career in an investor relations direction.

If you would like to be considered for this appointment, please write to Michael Thompson at John Sears and Associates, Executive Recruitment Consultants, 2 Queen Anne's Gate Buildings, Dartmouth Street, London SW1H 9BP or telephone 071-222 7733 for a preliminary discussion.

**John Sears and Associates**

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FINANCIAL TIMES  
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### DEALERS

Senior Spot Dealer  
to £60,000

On behalf of our client, a major international bank, we are currently seeking a Senior Spot Dealer. The candidate is likely to be aged 27-35 and will possess a minimum of 3 years experience, preferably gained trading Spot Cable or a credit currency at an active name.

Senior Deposit Dealer  
to £50,000

A first class Merchant Bank with an established City presence currently have an opening in their Treasury area for a Senior Deposit Dealer. Applications are invited from individuals with at least 3 years experience preferably managing a substantial US Dollar cash book. A knowledge of Off Balance Sheet Instruments would also be advantageous although not essential.

Dealers interested in these or the many other dealing vacancies currently handled, are invited to call Gordon Brown or Steve Cartwright for a confidential, informal discussion.

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*Gordon Brown*

## Credit Analyst

Birmingham

c. £17,500 + Bank Benefits

Our client a major European bank with an established presence in Birmingham wishes to recruit an experienced Credit Analyst to join the Birmingham Office.

Candidates will be aged 24-30 with first class credit training and at least 2 years practical experience in a Credit Analysis role, with an international or clearing bank.

Bank benefits include: Mortgage Subsidy, Pension & Life Cover, Private Medical Cover, Personal Loans.

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RECRUITMENT ADVERTISING

### INSTITUTIONAL FUND MANAGEMENT

£25,000-£80,000

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£25,000-£60,000

A number of stockbroking firms and banks require portfolio managers with at least 3 years discretionary and/or non-discretionary experience. Attached business would be an advantage but is not as essential as good market knowledge.

Whether you are actively looking for a move or simply wish to be kept informed of relevant situations in the future, we are pleased to advise you in confidence. Contact Rosalind Biley at 20 Cousin Lane, London EC4R 3TE. Telephone 071-236 7307, Fax 071-488 1150.

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SEARCH & SELECTION IN SECURITIES AND INVESTMENTS

### UNIVERSITY OF LONDON THE LONDON SCHOOL OF ECONOMICS AND POLITICAL SCIENCE

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The school wishes to appoint a Jean Monnet Lecturer in European Community Politics to the Department of Government. This post (co-financed by the Jean Monnet Project of the EC for the first three years) is intended to extend and develop teaching and research about the European Community, its political and policy-making processes. Applications are invited from those with research interests in both the community and one of its member states.

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The initial salary will be in the range £10,438 to £16,014 plus £1,767 London Allowance a year. (Award pending). In assessing starting salary, consideration will be given to qualifications, age and experience.

Application forms and further particulars are available from the Staffing Office, Room H515, The London School of Economics, Houghton Street, London WC2A 2AE.

The closing date for applications is 15 June 1990.

An equal opportunities employer.

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## PERFORMANCE MEASUREMENT

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The WM Company, a subsidiary of Bankers Trust of New York, leads the world in the supply of performance measurement, valuations and accounting services to the international investment community. We measure over £350 billion of assets in over 4000 internationally invested portfolios—more than any other performance measurement service.

As part of our London-based Sales and Marketing team you will be responsible for selling WM's performance products to existing and potential clients. You will also be expected to identify new markets and product development opportunities. Educated to degree level or equivalent, you will preferably have experience of providing statistically based consulting services to institutional investors—possibly gained through an actuarial background. You will need to enjoy and ideally have experience of dealing with institutional investors as well as possess excellent presentation and communication skills.

A competitive salary and benefits package is offered including a Company car, bonus scheme and BUPA. Interested applicants should write enclosing full CV to Virginia Noble, Resourcing Manager.

THE WM COMPANY

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## CREDIT ANALYST

City

up to £25,000

An excellent opportunity for a young credit analyst to join one of the world's most prestigious European banks, which has a reputation for its innovative approach to the market place, quality of its products and its people.

By joining this successful and professional department, you will become involved in a broad range of credit reviews, analysis and proposals for a wide and varied client base. This is a high profile role where the successful incumbent will have extensive interface with both clients and senior management.

Applicants in their mid to late 20's, should be educated to degree level, have strong PC skills and sound credit analysis experience gained with either a UK Clearing bank or major International bank. Additionally the successful candidate will be seeking to join a progressive environment with excellent prospects in the short to medium term. In return, our client can offer a competitive compensation package.

For further information please contact Judy Elmes at:

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FINANCIAL RECRUITMENT CONSULTANTS



### APPOINTMENTS WANTED

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CANADIAN REAL ESTATE &  
BUSINESS BROKER,  
MORTGAGE BROKER

Multi-Lingual: English, Hungarian, French

Highly motivated, results oriented, experienced in various forms of Real Estate & Business Brokerage:

• SALES

• MARKETING

• PROPERTY MANAGEMENT

• INDUSTRIAL, COMMERCIAL AND INVESTMENT

IDENTIFYING AND ANALYSING ACQUISITION OPPORTUNITIES

Seeks to work with a company with growth potential, aggressive marketing/leadership strategies, currently positioning themselves in Hungarian business community. May be interested in relocating to Budapest.

Write in Confidence to:  
Box A828 Financial Times,  
One Southwark Bridge,  
London SE1 9HL

### TREASURY MANAGER LONDON OFFICE OF QUOTED US CORPORATION

c.£28,000 + CAR

RESPONSIBILITIES:

FX EXPOSURE MANAGEMENT  
CASH MANAGEMENT  
BANKING RELATIONSHIPS  
TRADE FINANCE  
BANK BALANCE REPORTING

EXPERIENCE/EDUCATION:

MINIMUM 2 YEARS GENERAL TREASURY EXPERIENCE  
ACCOUNTING EXPERIENCE AN ADVANTAGE  
DEGREE OR SIMILAR  
A.C.T. (STUDENT/FINALIST)  
COMPUTER LITERATE

PLEASE FORWARD CURRICULUM VITAE IN CONFIDENCE

MISS J. REYNOLDS, 156 THE CIRCLE,  
QUEEN ELIZABETH STREET, LONDON SE1.